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Today Tomorrow & Beyond



The Village of
RUIDOSO
Comprehensive Plan

The Village of **RUIDOSO COMPREHENSIVE PLAN**

WHITE MOUNTAIN DR

CREE MEADOWS DR

MULL RD

PARADISE CANYON DR

GAYLAN CANYON DR

CONVERSE DR

PARADISE

Acknowledgments

We wish to thank the hundreds of citizens of Ruidoso that helped to develop this document. There are many others who participated in the public meetings and surveys for whom we do not have names to acknowledge, but we are equally grateful for your participation and invaluable suggestions that contributed to the success of this important endeavor.

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<i>Village Manager</i>	Lorri McKnight
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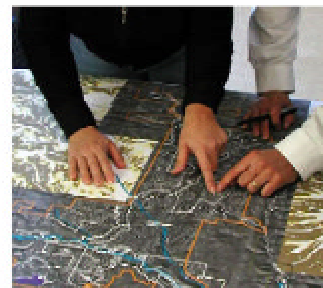
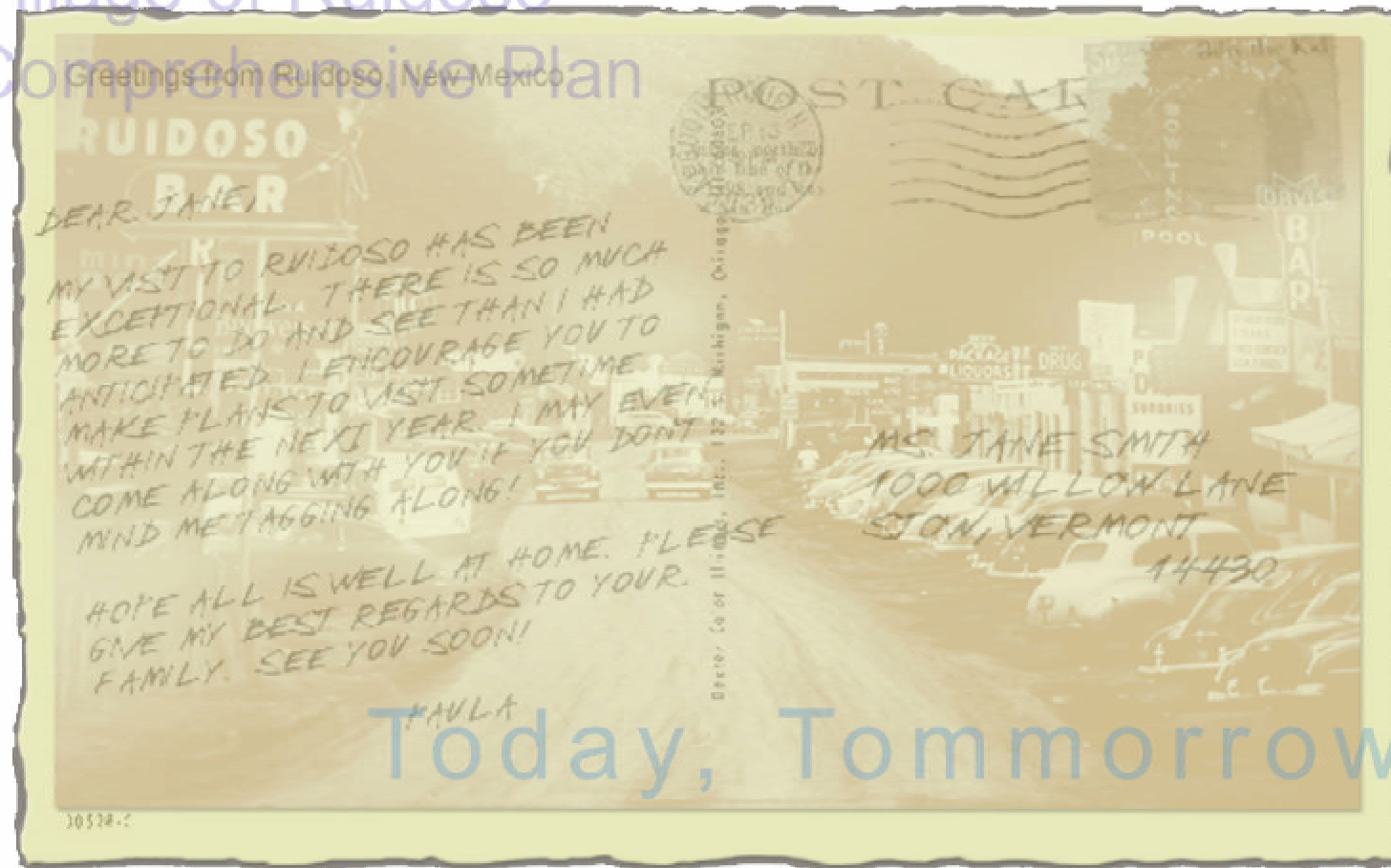
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Village of Ruidoso Comprehensive Plan



I. An Introduction to the Comprehensive Plan

A. Ruidoso Past and Present

The history of Ruidoso is described in three eras. The first was a time inhabited by the Mescalero Apaches as they hunted and fished in the Sacramento Mountain area surrounding Ruidoso. Their tranquility interrupted only occasionally by short forays of colonial Spanish troops into the Rio Bravo Valley.

The second era was heralded by the arrival of mountain men who came to trap in the area. Eventually following the mountain men, came traders, merchants and their families. By the end of the nineteenth century, Ruidoso was a small settlement, known for its legendary associations with Billy the Kid and other wild and independent individuals of the West.

Ruidoso’s third era coincides with beginnings of the twentieth century. Ruidoso increasingly became known for its relaxed atmosphere, notably fishing, horseback riding, and gambling. A fun, but slightly rowdy recreational refuge for heat-weary flatlanders from the surrounding areas of southern New Mexico and west Texas.

Shortly after World War II, Ruidoso Downs was constructed, further establishing Ruidoso as a summer resort destination. In 1962, when the Sierra Blanca Ski area (now Ski Apache) was opened, the Village of Ruidoso became a year-round resort. Beautiful mountains, green pines, and hospitable residents promised increased popularity for the Village as one of the region’s best family friendly resort towns. The recent development of the Spencer Theater and the Museum of the American Horse have only added to the area’s reputation as a cultural destination.

As the Village enters the twenty-first century, it envisions continued growth and prosperity. To support that vision, it has created this Comprehensive Plan to help ensure that it grows wisely and protects its most important attributes--Ruidoso’s diversity, friendliness, and quality of life for future generations.

Growing out of a community-wide vision process, this plan is to be a guide for the future that respects the grand history of Ruidoso, and works toward the citizens’ greatest hopes for the future.

B. Plan Intent

The Comprehensive Plan for the Village of Ruidoso is guidance for the future development of the Village. The plan integrates the physical, environmental, economic, and social components of the Village and strives to achieve a balance between them.

The Comprehensive Plan incorporates community statements of who we are, where we want to be in the future, and what actions we need to take to get there.

The Comprehensive Plan is a state required long-range planning document. It addresses development of the physical environment, the pattern and intensity of land use, transportation, and the provision of public facilities. It proposes goals for housing, job creation, conservation measures, recreational opportunities and circulation improvements.

C. State Requirements

To meet the requirements of the state’s Community Development Block Grant program, the Village must ensure the adopted Comprehensive Plan addresses key elements as outlined by the state including land use, transportation, housing, infrastructure, economic development, and implementation. The elements that the state requires are included in Sections V, VI, VIII, X, XI. Implementation is integrated within each chapter to provide a direct link between policies and implementation measures. The Comprehensive Plan also includes other unique goals to Ruidoso on Environment, Recreation, Quality of Life, Regional Cooperation, and History.

The Comprehensive Plan is a framework vision depicting what Ruidoso desires to become by 2020, and provides guidance as to the detailed policies and plans needed to achieve the desired future. The Comprehensive Plan is intended to be flexible and adaptable to future community ideas or opportunities that support the community vision outlined in the plan.

D. Organization of the Plan

The basic components of the comprehensive plan are:

- Community’s vision for Ruidoso in 2020
- Community planning elements that make up the comprehensive plan
- Community goals that describe the community’s vision for each community planning element
- Objectives for each community goal that identify achievable and measurable actions
- Community policies and detailed plans needed to implement each objective.
- Descriptions of the recommended policies and detailed plans
- A process for maintaining the comprehensive plan in the future

The Comprehensive Planning Process

The following is brief a description of how the Comprehensive Plan was created:

In May and June 2003, the planning team with assistance from multiple committees and individuals, developed a “Portrait of Ruidoso”. The portrait created a snapshot of Ruidoso today and the issues we face. The portrait was printed and distributed as a supplement in the local newspaper and copies were provided throughout the community in civic and retail locations. A survey with three questions was also distrubuted in the local paper and handed out by volunteers to elicit the community’s desires for the future. Over 500 responses were received. Following are the questions:

- 1) What do you treasure most about Ruidoso?
- 2) When you think of Ruidoso in the future, what do you picture? (Hope for?)
- 3) What worries you about the future of Ruidoso?

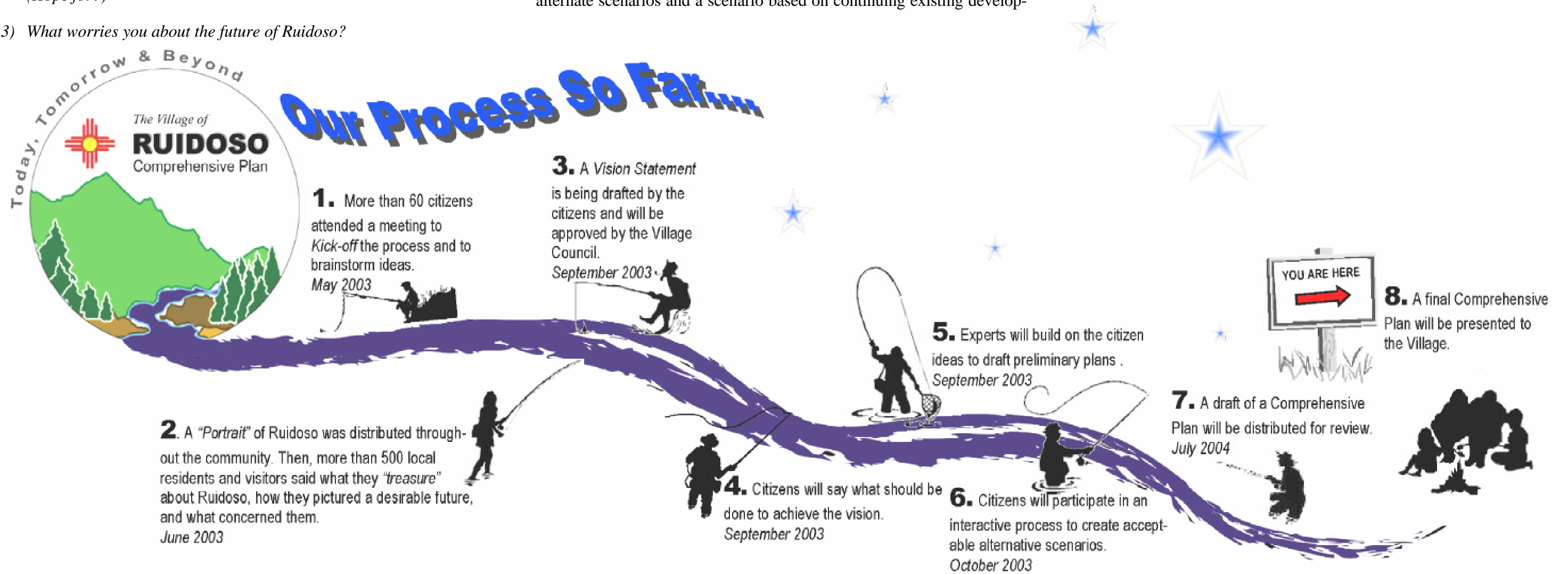
In July and August 2003, a meeting was held with approximately 100 citizen advisors to review the public survey results, distill a community vision statement and to define goals for the comprehensive plan. The resulting vision statement and goals were published in the local newspaper for further community input.

In September 2003, a second meeting was held. Again, approximately 100 citizen advisors reviewed a refined vision statement and goals for the comprehensive plan based on full community input and identified ways to measure successful implementation of the plan.

In September and October 2003, a session to develop future land use and transportation scenarios options was conducted with approximately fifty citizen advisors. These advisors designed six draft Alternate Scenarios that proposed different scenarios for community growth. These plans were then compiled by the planning team and summarized into three alternate scenarios and a scenario based on continuing existing develop-

ment zoning and patterns. Each of the four scenarios were then evaluated on a number of issues such as population capacity, open space, infrastructure investments, tax revenue generation, housing units, and parks. In December 2003, the Village displayed the four alternate community growth scenarios and asked for public input to evaluate them. The information for each scenario on population capacity, infrastructure costs, housing, open space and parks, and expected tax revenue were provided. Summary charts that showed the evaluation of each scenario in context to the others was also included in the display.

Early in 2004, an extended period for citizen comment was provided and surveys of all preferred scenarios were collected. Through this process, a preferred scenario was identified and the planning team began drafting the Comprehensive Plan. The Comprehensive Plan describes the preferred scenario, what it will mean for future planning, and how the Village will achieve its goals and vision through implementing the plan.



II. Community Vision – What’s Our Future?

The Ruidoso 2020 vision statement was generated from public surveys and interviews, and refined by the Advisory Group for the Ruidoso Comprehensive Plan.

We treasure...

- The *serene natural environment*. Cool pines, high mountains, the Rio Ruidoso, comfortable weather, and clear skies,
- A *sense of community*. People are friendly; we prize the easy lifestyle where people know each other and where kids are safe riding their bikes.
- A *small-town atmosphere*, even during the summer and winter when the Village serves an influx of part-time residents and tourists.

We like where we live, take pride in “our place” and we are willing to volunteer our time for community betterment.

We envision desirable changes in Ruidoso:

Land Use and Transportation

- A moderate amount of planned, “smart” growth that compliments the natural and cultural landscapes and has a consistent visual character.
- A more “walkable” and “bikeable” community.
- A well-designed, safe road network that accommodates all users.
- A friendly, convenient village-scale transit service that moves residents and visitors within town and to surrounding communities.

Environment and Infrastructure

- Conservation of the natural mountain landscape and open spaces, including the effective management of the forest and water, mandatory recycling, unobstructed views of the mountains, clean air, and dark night skies.
- A state-of-the-art wastewater treatment plant.
- A regional plan for water use, quality and conservation. It should tie development to the availability of water and offer special incentives for homeowners and developers who implement wise water use plans.

Recreation and Quality of Life

- A variety of parks, a multi-use trail system with a river walk that connects the community, diversity and expanded recreational facilities (including a multi-purpose community/ recreation center) and activities for everyone, especially youth.
- A vibrant mid-town.
- A “college town” atmosphere and related activities within the town.
- A healthy community that stresses wellness and promotes a healthy, active lifestyle.

Economy, Arts and Culture, and Education

- A more vital, diverse economy that expands recreation opportunities for all segments of the population and provides greater support for local businesses.
- Quality schools that serve students of all ages. Educational opportunities are available for lifelong learning, vocational (work-force) development including the campus for a 4-year college, with its unique emphasis on natural resources and recreation, creates a “college town” atmosphere and enhances activities in the town.
- Increased cultural and community events in the appropriate centers. Arts and culture should figure prominently in the future growth of the Village.

Regional Cooperation

- Enhanced mutual cooperation with other local jurisdictions, particularly the City of Ruidoso Downs, the Mescalero Apache tribe, and Lincoln County.

Housing and History

- Housing that is affordable by the full range of the population of the Village. This would include incentives to remodel, replace or remove poor quality existing housing.
- Assisted living for seniors.
- Preservation of the Village’s historic roots.

III. Implementation

Achieving the vision for the Village will be a lengthy process and is the responsibility of the Village and citizens alike. A recommended implementation process is part of this Comprehensive Plan and is detailed in the following chapters.

The comprehensive plan process is based on this set of paradigms:

- **Vision Statement** - is clarified by
- **Goals** - which leads to
- **Specific Objectives** - which lead to
- **Planning Policies and Programs** - that are approved by
- **Village Council** - informed by planning initiatives lead by
- **Village Departments** - in coordination with
- **Strategic partners** groups and citizens in the community

Each of the goals and objectives created by the citizens of Ruidoso have been analyzed to identify:

- 1) the required supporting policies and detail plans;
- 2) the Village authorities required to enact them;
- 3) the Village structure needed to manage and / or initiate the process; and
- 4) some of the strategic partners that need to be involved in developing the specific policies and detailed plans.

The policies and detailed plans are described in section XI of this document. The entities that may be involved in the process of achieving the Ruidoso 2020 vision are listed to the right on this page. The abbreviations noted for each department, entity, or organization are used throughout the following sections of this document.

VOR is the abbreviation for the Village of Ruidoso used throughout this report.

Village Departments and Committees

VEB	VOR Executive Branch: includes - Village Manager, Village Deputy Manager, Village Attorney
VLB	VOR Legislative Branch -Village Council
VPZ	VOR Planning and Zoning Commission: includes Village Planning Department
VPR	VOR Parks and Recreation Department
VSD	VOR Street Department
VWW	VOR Water and Wastewater Department
VFO	VOR Forestry Department
VSF	VOR Solid Waste Department
VPD	VOR Police Department
VEM	VOR Emergency Management Department
VFD	VOR Fire Department
VSP	VOR Special Projects Director
	VOR Engineering Department is the same as special projects
VFI	VOR Finance Department
VLT	VOR Lodgers Tax Committee
KRBC	Keep Ruidoso Beautiful Committee
GIS	GIS database management
RSCD	Ruidoso Senior Center Director
JUB	Ruidoso/Ruidoso Downs Joint Use Board

Strategic Partners

The following are some of the Strategic Partners. Others will be identified or created in the future. The village will always be in active pursuit of finding and collaborating with Strategic Partners to achieve the community vision of this Comprehensive Plan.

Organizations

RMSD	Ruidoso Municipal School District
VNG	Volunteer Neighborhood Groups
HS	Historical Society (future)
HSG	Health Service Groups
AAG	Art Advisory Groups
LCHA	Lincoln County Homebuilders Association
RBR	Ruidoso Board of Realtors

Business Groups

RVCC	Ruidoso Valley Chamber of Commerce
MMA	Midtown Merchants Association
VBG	Volunteer Business Groups
ARA	Area and Regional Attractions

Federal Agencies

USDT	US Department of Transportation
USFS	US Forestry Service
BLM	Bureau of Land Management
FEMA	US Federal Emergency Management Agency

State Agencies

COG	Council of Governments
SLAO	State Land Office
NMDT	NM Department of Transportation
ENMU	Eastern New Mexico University
ESBD	ENMU Small Business Development Center
SEDC	Southeast NM Economic Development Commission

Regional Agencies

LCM	Lincoln County Municipalities
LC	Lincoln County
MA	Mescalero Apache Tribe

Financial Tools

Financial Tools lists two of the most important reoccurring fiscal management tools for achieving the vision of the Comprehensive Plan

ICIP	Infrastructure Capital Improvements Plan
AB	Annual Budget

IV. Policy and Program Analysis

The matrix to the right illustrates how a specific policy, regulation or planning document is part of implementing multiple Comprehensive Plan goals. The matrix is to assist the Village in prioritizing which policies, regulations or planning documents should be updated or developed to meet the Comprehensive Plan goals.

Recommendations for priority action are:

- Development Regulations Update
- Regional Cooperation Strategy
- Master Transportation Plan

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Fiscal Management																		
Annual Budget																		
Capital Improvement Program																		
Grant Funds																		
Impact Fee Update																		
Asset Replacement Fund																		
Land Use and Zoning																		
Development Regulations																		
Development Incentives																		
Special Districts – Neighborhood Plans																		
Development Review																		
Development Standards and Guidelines																		
Specific Plans																		
GIS Data Base Management																		
Design Guidelines																		
Transportation																		
Master Transportation Plan																		
Traffic Impact Fee																		
Traffic Impact Analysis																		
Pavement Management Plan																		
Streetscape Improvement Plan																		
Master Pedestrian, Bikeway and Recreation Trails Plan																		
Neighborhood Traffic Management Program																		
Streetscape Design Guidelines																		
Strategic Transit Service Plan																		
Parking Management Plan																		
Parking Regulations																		
Housing and Economy																		
Regional Cooperation																		
Fiscal & Social Impact Assessments																		
Housing Program																		
Economic Development Strategic Plan																		
Historical Inventory and Designation																		
Catalytic Development																		
Environment																		
Parks and Open Space Plan																		
Beautification Program																		
Environmental Education Programs																		
Integrated Stormwater Management Plan (ISMP)																		
Water Quality Strategies																		

LEGEND

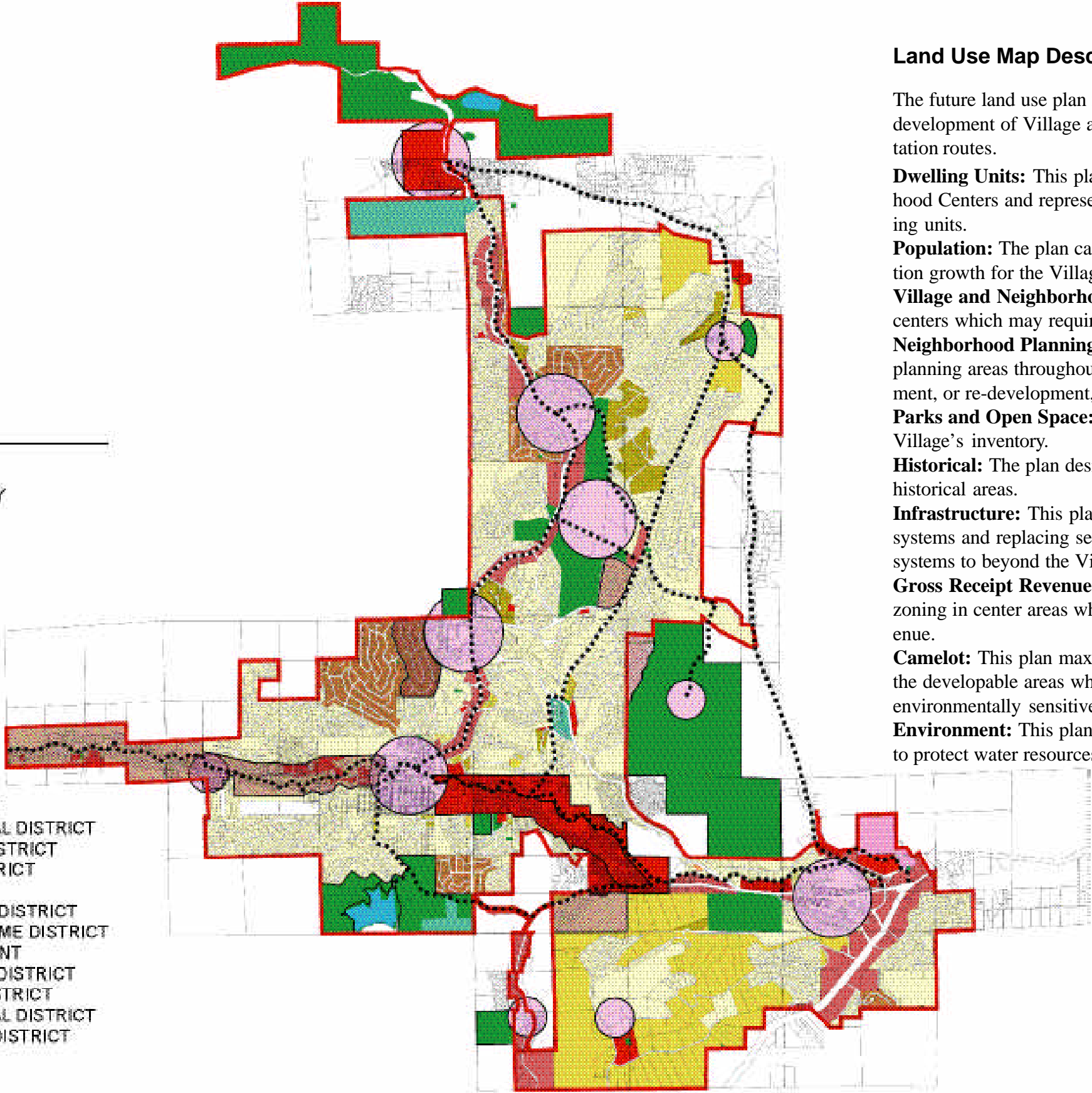
- MAJOR ROADS
- VILLAGE OF RUIDOSO BOUNDARY
- LAKES
- PARK LANDS

PROPOSED ZONING OVERLAY

- MIXED USE CENTER
- NEW PARK AREA
- MIXED USE MIDTOWN
- RESIDENTIAL DENSIFICATION
- HISTORIC OVERLAY DISTRICT
- DOWN ZONE CAMELOT
- TRAIL CORRIDOR

EXISTING ZONING DESIGNATION

- C-1 NEIGHBORHOOD COMMERCIAL DISTRICT
- C-2 COMMUNITY COMMERCIAL DISTRICT
- C-3 MIDTOWN COMMERCIAL DISTRICT
- I-1 INDUSTRIAL DISTRICT
- M-1 LOW DENSITY MOBILE HOME DISTRICT
- M-2 MEDIUM DENSITY MOBILE HOME DISTRICT
- PUD- PLANNED UNIT DEVELOPMENT
- R-1 SINGLE FAMILY RESIDENTIAL DISTRICT
- R-2 TWO FAMILY RESIDENTIAL DISTRICT
- R-3 MULTIPLE FAMILY RESIDENTIAL DISTRICT
- R-4 HIGH DENSITY RESIDENTIAL DISTRICT



Land Use Map Description

The future land use plan for the Village of Ruidoso is based on the development of Village and Neighborhood centers along major transportation routes.

Dwelling Units: This plan includes residential in Village and Neighborhood Centers and represents accommodating an additional 6,552 dwelling units.

Population: The plan can accommodate an estimated 25 years population growth for the Village of approximately 13,500 residents.

Village and Neighborhood Centers: This plan includes mixed-use centers which may require re-zoning and re-development to achieve.

Neighborhood Planning Areas: This plan identifies neighborhood planning areas throughout the Village with opportunities for development, or re-development, and or moderate densification.

Parks and Open Space: The plan adds extensive parklands to the Village's inventory.

Historical: The plan designates the Midtown and Upper Canyon areas as historical areas.

Infrastructure: This plan prioritizes upgrading the existing utility systems and replacing septic systems before expanding infrastructure systems to beyond the Village boundary.

Gross Receipt Revenue: This plan increases commercial and retail zoning in center areas which supports increased gross receipts tax revenue.

Camelot: This plan maximizes the development potential of Camelot in the developable areas while reducing development in and protecting the environmentally sensitive areas.

Environment: This plan limits development on slopes greater than 30% to protect water resources and valley views.

V. Land Use and Transportation

Ruidoso 2004 - Land Use Needs

Demographic projections are that by 2020, the Village of Ruidoso will have a population of about 13,500--approximately double the current population of the Village in 2004. As required by State guidance, Ruidoso’s Comprehensive Plan 2020 must deal with the future projected population growth.

Much of Ruidoso’s growth in the future-- approximately 72%-- is likely to be the result of internal growth. Families having children, young adults choosing to stay, more full-time residents, seniors moving to smaller homes in the village instead of moving away. The number of full-time residents has increased by almost 40 percent in the last decade and is seen as a long-term trend. Retail and commercial services for these residents will also need to increase.

The citizens of Ruidoso during the **Comprehensive Plan 2020** process selected the following land use strategies to accommodate the increased future population and its related retail and commercial needs.

- create denser populated mixed-use centers
- implement density innovations in existing neighborhoods
- institute phased targeted annexation of surrounding areas

In addition, two special places--‘community hearts’-- are to be maintained and developed as community-wide centers.

A. Strategic Vision - Land Use

Ruidoso 2020 Land Use Framework

There will be two ‘hearts’ to the community that should always be retained as special places:

- Midtown
- Village Town Hall / Convention Center Area

The Village will be organized around **village and neighborhood centers** that are pedestrian and transit friendly; provide retail and commercial opportunities and include unique residential opportunities for living within the centers.

Neighborhood Planning Areas will be identified and planned to create more diverse quality housing that allows village residents of all ages, including young singles and couples, new and established families, children and elders to have a range of choices throughout the community as to where they can live.

Retail and commercial will be focused toward village and neighborhood centers and will be encouraged to become denser and more land efficient. The retail and commercial uses will be scaled to compliment the size and intensity of the center in which they are located.

Village-scale industrial and manufacturing will be encouraged toward locations suited for their development at the north and east entrances of the Village.

Parking will be placed to blend into the fabric of the Village, not to dominate it. A shared parking approach will be incorporated into parking standards to maximize use and minimize land consumption.

Village ordinances, zoning, development regulations and design guidelines will be refocused to support the above land use goals.

B. Community Hearts

The vision of the Village in 2020 is to have two vital and vibrant community hearts. One being the historic Midtown area and the second between the Village Town Hall / Convention Center area.

The purpose of **Midtown** is to remain the historic center of the Village and be a primary destination for tourists and locals that desire the friendly, pedestrian scale, its variety of eating establishments, small scale entertainment, art, retail and commercial services for which Ruidoso is well known. Policies needed to support this goal are: increased flexibility in uses and mixing of those uses, flexibility in height and density while maintaining historic quality, preservation of housing within Midtown and its historic residential neighborhoods, revitalization of the Rio Ruidoso, and densification of parking toward public and/or private parking structures.

The **Village Town Hall / Convention Center** area is to continue its function as the civic and community activity area of the Village. Although accommodating of visitors, this area is to retain a focus on the local community and its community events and activities. The area includes the conference center, the White Mountain Schools, and the Village townhall and library area. Policies needed to support this goal are: continuation of investment into civic facilities and programs placed in this area; inclusive housing policy to encourage attached and senior housing in the area; expansion of recreational activities.

VILLAGE AND NEIGHBORHOOD
CENTERS PLAN - 2020

GAVILAN CANYON, MECHEM and SNOWFLAKE RIDGE
Northern commercial gateway for local Village residents and adjacent communities. Small-scale retail serving local neighborhood residents with connections to adjacent open space.

WHITE MOUNTAIN ROAD and MECHEM
Redevelop existing retail and commercial facilities and temporary housing to accommodate mixed-use development.

MECHEM, COUNTRY CLUB and CREE MEADOWS
Significant retail, entertainment, multi-family housing, and educational center for the Village residents.

SUDDERTH and MECHEM
Main gateway for tourists to Midtown and Upper Canyon, tourist retail, tourist services and mixed-use housing for residential development.

UPPER CANYON
Tourist and small scale entertainment center with clearly defined historic architectural style and character.

LEGEND

VILLAGE CENTERS

- PRIORITY LEVEL 1
- PRIORITY LEVEL 2
- PRIORITY LEVEL 3

NEIGHBORHOOD CENTERS
ARE SHOWN AS SMALLER CIRCLES

VILLAGE of RUIDOSO BOUNDARY



GAVILAN CANYON and HULL ROAD
Higher density residential development, with neighborhood scale retail and commercial.

CONVENTION CENTER - VILLAGE TOWN HALL
This area is to be the recreational and civic heart of the Village focused on locals.

MIDTOWN
Midtown is to remain the historic center of the Village and a primary destination for tourists and locals desiring the friendly pedestrian scale, food, entertainment, art, retail, commercial, and housing opportunities in a denser urban village like environment. Midtown district should be expanded.

MOON MOUNTAIN
Significant recreational opportunities can support small scale retail in this recreationally focused center.

CARRIZO CANYON ROAD
Small scale retail, commercial and higher density residential upon annexation.

SUMMIT of CAMELOT
Neighborhood scale retail and commercial to provide services for significant future residential needs.

GAVILAN CANYON and SUDDERTH
This east gateway into the Village will provide for retail and commercial densification and light industrial capacity.

Mixed-Use Centers - Ruidoso 2020 Vision

Previous land use and zoning in the Village focused retail and commercial uses along transportation corridors leading to strip development and auto-oriented sprawl. Housing was similarly zoned into large low-density single-use areas removed from commercial and retail services. This pattern increased auto traffic and sprawl, which in turn, diminished the small town appeal of Ruidoso that is so valued by residents and visitors alike. Creating mixed-use village and neighborhood centers that are walkable and better connected to their neighborhoods can alleviate traffic, and offer greater variety and diversity for live, work and play opportunities.

Mixed-use village and neighborhood centers can increase housing, commercial, retail, and entertainment opportunities in a walkable, village-scaled setting. The concentrated activity of mixed-use centers creates the population density needed to make a wide variety of neighborhood services viable. Pedestrian comforts and needs are emphasized over cars in these centers. Village transit is more practical to develop, when people and retail/services are clustered in village and neighborhood centers. Centers that are strongly linked to adjacent trails, parks and open spaces can maintain a rural sense even while there is more density in population and uses.

The village and neighborhood centers shown on the *Village and Neighborhood Centers Plan - 2020* were identified as areas that have land and infrastructure capability to support becoming village and neighborhood centers by the citizens of Ruidoso during the Comprehensive Plan 2020 process. Each village and neighborhood center will need specific planning strategies to identify development capacity and appropriate redevelopment opportunities.

Each **neighborhood or village center** should have its own characteristics. *Village centers* are intended to be the highest activity and density areas. Village centers should encourage and allow a wide range and mix of pedestrian and village scaled uses from housing, retail, commercial, entertainment, civic, and limited crafts and light manufacturing. *Neighborhood centers* are intended to be smaller, neighborhood walkable retail and commercial service areas with some housing integrated.

C. Mixed-Use Center Descriptions

Village Centers

GAVILAN CANYON ROAD AND MECHEM

This location along north Mechem is the best remaining undeveloped area in the Village that can support new large and moderate scale commercial and retail development. This village center plan should study: large and moderate scale commercial and retail potential; inclusion of higher density residential or lodging; and the Village's Eagle Creek regional recreation facilities capability to support increasing the retail and services market for this village center. Development of this center requires either a federal land transfer, annexation and/or coordination with the County.

WHITE MOUNTAIN ROAD AND MECHEM

Existing small scale retail and commercial enterprises, along with adjacent vacant or underutilized lands, make this a very good location for a village center. The future development of the adjacent Alpine Village area should include strong pedestrian and bicycle routes to this village center. New retail and commercial should be concentrated near the existing retail and commercial to increase the economic viability of this village center.

MECHEM, COUNTRY CLUB AND CREE MEADOWS

This site is already a significant retail and entertainment center for the village residents and visitors. Surrounding residential areas have the potential for redevelopment and densification. The existing shopping mall, Eastern New Mexico State University, and Cedar Creek are anchors that can be enhanced. The village center plans for this area should include: continued growth of secondary education institutions and related housing opportunities; increased housing density; shared parking; and pedestrian friendly connections to the neighborhoods.

SUDDERTH AND MECHEM

As the entry point to Midtown to the east and Upper Canyon to the west, the Sudderth and Mechem intersection currently blends a mix of local serving and tourist related commercial, retail and small lot residential. To evolve into a vital mixed-use village center, planning for this area should study: transportation and parking provisions; increasing housing capacity, variety and permanence; and development of an urban trail head to a future river trail.

HIGHWAY 70, SUDDERTH AND GAVILAN CANYON ROAD

This eastern gateway into the Village has existing, viable village-scale commercial and retail development, but with traffic and access problems.

This village center should study: redevelopment on under-utilized parcels westward of the main retail zone to mixed-uses that include residential; opportunities created as Gavilan Canyon Road becomes an improved local bypass route; enhanced and safe pedestrian and transit linkages from tourist lodging to this village center; monumentation signage at the Highway 70 intersection;

Neighborhood Centers

SUMMIT AT CAMELOT

Current zoning allows residential density in the Camelot area that can support a small-scale neighborhood services and retail center. This neighborhood center plan should study: the potential for transferring residential densities from steeply sloped areas to concentrate around and support the neighborhood center.

UPPER CANYON

A significant historical area and a popular place for vacation homes, the Upper Canyon Neighborhood Center provides for neighborhood scale retail and entertainment facilities. A river trail would be developed to enhance the pedestrian environment and amenities in this area.

CARRIZO CANYON

Existing low scale residential development and the areas relationship to the Inn of the Mountain Gods Casino provide opportunities for residential densification and a neighborhood serving center to achieve this the neighborhood center requires annexation and/or coordination with the County.

GAVILAN CANYON, HULL ROAD

An area of single-family homes on large lots. This neighborhood center plan should study potential for neighborhood services, neighborhood trails and open space.

SNOWFLAKE RIDGE

Future residential development in the adjacent White Mountain neighborhood could provide opportunity for a neighborhood center. The neighborhood center plan should study the potential for neighborhood services, neighborhood trails, and open space.

MOON MOUNTAIN

Significant recreational opportunities on Moon Mountain can support small scale retail services in this recreationally focused center. Development plans need to be coordinated with the New Mexico State Land Office in order to ensure a mixed-use component.

NEIGHBORHOOD PLANNING AREAS - 2020

EAGLE CREEK

Opportunities: Expand recreational facilities

SNOWFLAKE RIDGE

Opportunities: Utilize PUD designation for mixed use development of site

TOWN & COUNTRY / FOREST HEIGHTS

Opportunities: Fill in remaining single family lots and redevelop mobile home areas

PONDEROSA HEIGHTS / BRADY CANYON

Opportunities: Mixed residential and re-development

CIRCLE AREA

Opportunities: Redevelop 30' wide lots in a manner consistent with historical patterns

WINGFIELD / GREEN MEADOWS

Opportunities: Redevelop and aggregate lots

UPPER CANYON

Opportunities: Preserve traditional building character and add new housing opportunities such as granny flats

BLACK FOREST / GRINDSTONE

Opportunities: Develop empty lots, protect steep terrain, maintain parks/ recreational uses for Grindstone Lake

CARRIZO CANYON

Opportunities: Densify residential, provide small scale neighborhood serving retail

NORTH HEIGHTS PARK

Opportunities: Develop empty lots and allow density bonus

MECHEM / WHITE MOUNTIAN

Opportunities: Develop empty lots, allow redevelopment of mobile home areas toward more diverse housing types

WHITE MOUNTAIN AREA

Opportunities: Develop empty lots, diverse housing in neighborhood center, encourage density through alternative housing types

CREE MEADOWS / COUNTRY CLUB

Opportunities: Develop empty lots

PARADISE CANYON

Opportunities: Redevelop single family lots to protect steep slopes and encourage additional housing types, such as granny flats

MIDTOWN

Opportunities: Second floor residential, Live work, and townhomes

GATEWAY

Opportunities: Housing development to target multi-family, redevelop commercial areas

CAMELOT

Opportunities: Protect steep slopes, densify and diversify development on flatter terrain

HIGHWAY 70

Opportunities: Keep commercial along highway, develop empty lots, encourage full mix of uses, and protect steep slopes

LEGEND

NEIGHBORHOOD PLANNING AREA BOUNDARIES



D. Neighborhood Planning Areas

As the Village begins to implement plans to accommodate the projected future growth, neighborhood planning areas need to be developed to address unique neighborhood character, development and land use strategies. See Exhibit III on facing page.

Each neighborhood planning area has special conditions and will have differing degrees of redevelopment potential. A number of overarching density strategies have been identified by the citizens of Ruidoso during the Comprehensive Plan 2020 process to innovate appropriate measures to increase housing density, incorporate needed neighborhood services, and create neighborhood trails and open space.

These strategies are:

- Allow redevelopment and rezoning of areas adjacent to village and neighborhood centers. By encouraging a more dense village-style housing pattern and a greater diversity of housing types, the village would be supporting a walking lifestyle and helping create the market to support retail and commercial development in the centers.
- Focus on creating appropriate housing diversity and increased density in each neighborhood planning area. Possibilities include granny flats, small scale multi-family such as duplexes and triplexes, inclusionary zoning to allow densification of under-developed lots. With well-written design guidelines, innovative housing can be included in ways that maintain the scale and sense of the neighborhood area while creating opportunities for a variety of home ownership.
- Create new zoning categories scaled to the neighborhood that allow innovation, such as residential above commercial / retail, granny flats, and mixed-housing diversity requirements.

E. Annexation

Annexation is another strategy to accommodate some future growth and protect the rural sense of Ruidoso. The mountainous local terrain and limitations created by surrounding Federal, State and Indian lands restrain the ability to accommodate growth just by annexing. The Preferred Annexation plan shows areas identified by the citizens of Ruidoso as appropriate for annexation in the future. See Exhibit IV on the following page.

Priority annexation areas are mostly along Gavilan Canyon, Carrizo Canyon, and adjacent to Moon Mountain. These areas provide some capacity for increased development, but do not replace the need for densification and redevelopment within the village.

They will bring sizable areas of lands into the Village's infrastructure service area and under its zoning control. Annexation increases responsibilities for the village, and the village would need to be prepared. The fiscal, infrastructure, operational and community planning to serve proposed annexation areas should begin well in advance of the actual annexation process.

Infrastructure planning in particular should be cognizant of the potential annexation areas and include the possibility of providing service to those areas in long-range plans. The guiding principle should be to design infrastructure systems with the flexibility to accommodate increased demands in the future.

2020 Land Use - Actions Needed

The following are priority actions needed to achieve the 2020 Land Use Vision and goals.

- Update development zoning plan and development standards to support the development of the two community hearts, mixed use centers, and neighborhood planning areas.
- Create plans for redevelopment and rezoning of neighborhood areas immediately adjacent to the village and neighborhood center to allow denser housing types to better utilize centers.
- Create housing diversity plans for each neighborhood planning area.
- Create innovative and new zoning categories scaled to the neighborhood, such as granny flats, residential above commercial / retail, and mixed housing requirements.
- To support annexation, Village should adopt an annexation policy that clearly sets out an annexation evaluation criteria, phasing and implementation concept.

PRIORITY ANNEXATION PLAN - 2020

ALTO
Annexation would improve planned growth, and the residents of Alto would benefit from connections to regional infrastructure systems.

CEDAR CREEK
Annexation would improve planned growth, protect upstream water quality, provide community utility systems, and bring valuable open space to the Village. Existing subdivisions should be served by of the Village’s infrastructure. Approximately 500 acres of US Forest Service land with significant development potential.

CARRIZO CANYON
Annexation would provide community utility systems and reduce underground contamination from residential septic systems, while and allow the Village to protect environmentally sensitive lands. Approximately 476 acres, 334 of which are not zoned and 232 acres of 30% or greater slopes.

GAVILAN CANYON
Long term annexation considerations are to protect a future major transportation corridor, water resources, view corridors, and watershed protection.

FAWN RIDGE
Annexation would help prevent the continued proliferation of residential septic systems. Approximately 36 acres.

GAVILAN CANYON
Annexation would provide planned growth and control strip commercial development, while providing for alternative types of residential housing. Approximately 711 acres with some development potential and 302 acres of 30% or greater slopes.

EDGE - MOON MOUNTAIN
Annexation would help prevent the proliferation of residential septic systems. Approximately 8.5 acres.

PARADISE CANYON
Annexation would help prevent the proliferation of residential septic systems. Approximately 70 acres with 58 acres of 30% or greater slopes.

HIGHWAY 70 CORRIDOR
Annexation would allow for planned retail and commercial growth and allow the Village to control the development of this gateway into Ruidoso. Approximately 253 acres with 107 acres of 30% or greater slopes.

LEGEND

MESCALAERO APACHE

FEDERAL LAND

STATE LAND

PRIORITY LANDS ANNEXATION POLICY

PRIORITY LEVEL 1
within 2 years

PRIORITY LEVEL 2
within 5 years

VILLAGE of RUIDOSO BOUNDARY



Goal 1.0

A moderate amount of planned, “smart” growth that compliments the natural and cultural landscapes and has consistent visual character.

	OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
1.1	<u>Smart Growth / Create infill policies for new development that encourages density</u> <ul style="list-style-type: none">• Allow and encourage mixed-use centers.• Densification of existing single family residential areas.• Link infill density policies to neighborhood planning areas.	<ul style="list-style-type: none">• Development Regulations (zoning)• Development Incentives• Special Districts - Specific Plans• Catalytic Development• Development Review• Development Standards & Guidelines• Parking Management Plan	VPZ VLB	VPL	Business Groups NA LCHA RBR
1.2	<u>Smart Growth /Develop comprehensive annexation policy</u> <ul style="list-style-type: none">• Annex adjacent areas that strengthen the Village’s economic, and infrastructure planning.• Annex to protect environmentally sensitive lands from development.	<ul style="list-style-type: none">• Regional Cooperation• Capital Improvement Program• Development Incentives• Master Transportation Plan• Special Districts - Specific Plans	VPZ VLB	VPL	SLO Regional Agencies USFS BLM
1.3	<u>Consistent Visual Character / Develop village design guidelines and development standards</u> <ul style="list-style-type: none">• Develop design guidelines and development standards that encourage a unique sense for each neighborhood planning area.	<ul style="list-style-type: none">• Development Standards & Guidelines• Streetscape Design Guidelines• Design Guidelines• Development Incentives• Special Districts• Beautification Program• Parking Regulations	VPZ VLB	VPL	VCG VBG KRBC
1.4	<u>Smart Growth / Revise existing zoning regulations to support infill, mixed use, and appropriate densification</u> <ul style="list-style-type: none">• Create neighborhood planning areas to define specific zoning requirements and development potential for each neighborhood in order to allow infill, mixed-use and encourage appropriate densification.	<ul style="list-style-type: none">• Development Regulations• Development Review• Development Standards & Guidelines• GIS Database Management	VPZ VLB	VPL	VCG NA

ROADS AND TRAILS PLAN - 2020

NORTH ENTRY / GAVILAN CANYON ROAD BYPASS

Entry zone for village from the north, design to keep tourist traffic on Mechem and allow locals to use Gavilan Canyon as downtown bypass.

MECHEM TRAFFIC CALMING

Improve Mechem for greater pedestrian safety and to slow traffic speeds.

MIDTOWN PAIRED LOOP

Study creation of paired one-way circulation roads on Wingfield, Rio, and Texas/Butler roads to improve access into and around Midtown. Service and delivery access to take place on back streets, not Sudderth.

RIVER TRAIL

Create continuous trail along Rio Ruidoso as hallmark trail in village wide system.

GAVILAN CANYON ROAD BYPASS

Improve road to serve as alternate route for local traffic. Plan and design to maintain tourist and local commercial/retail traffic on Mechem and Sudderth.

VILLAGE TRAILS

Create connected network of pedestrian and bicycle trails along major routes throughout the village.

SUDDERTH STREETScape

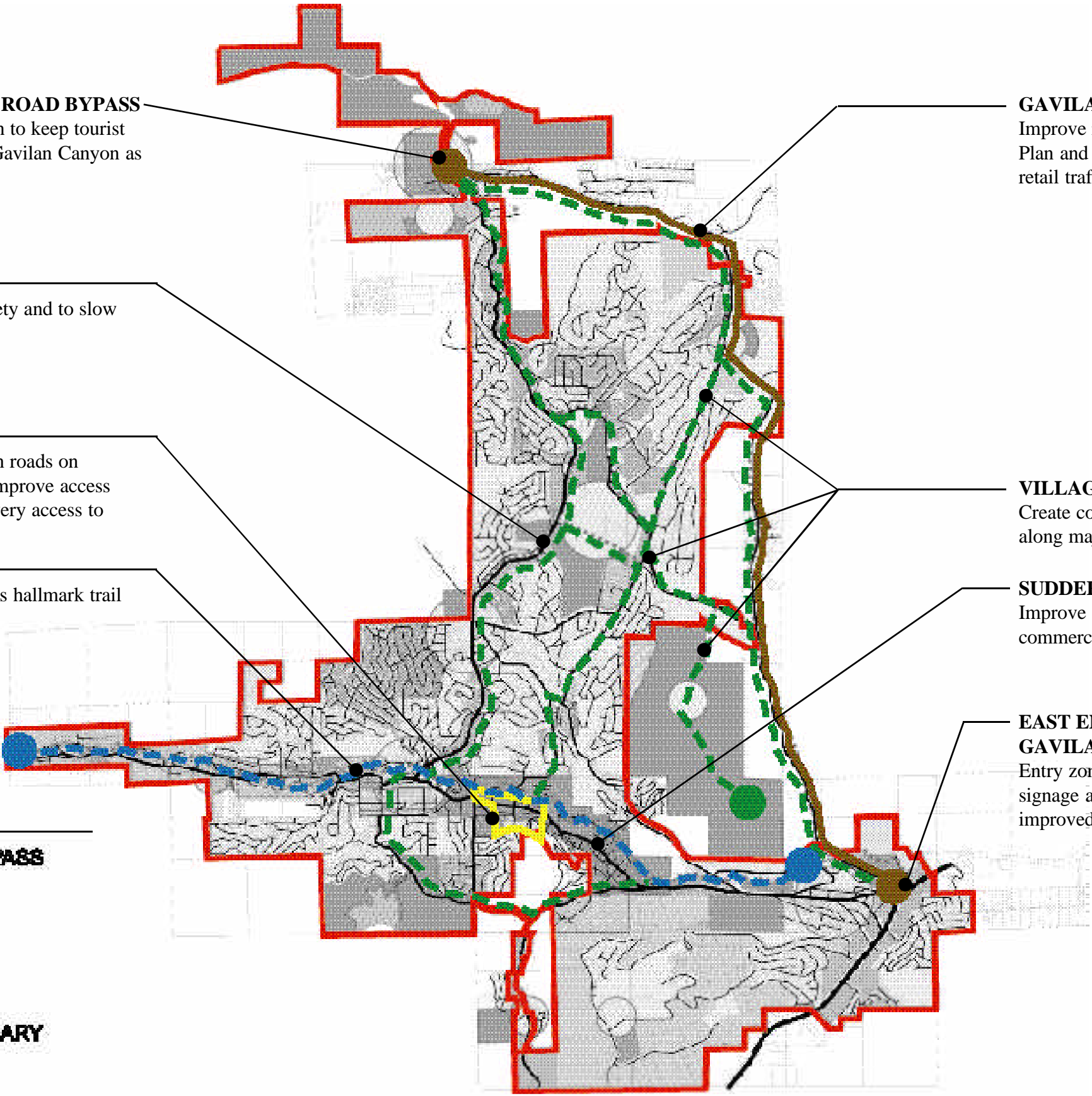
Improve Sudderth for pedestrian safety and improved commercial / retail environment by reducing traffic speed.

EAST ENTRY - HIGHWAY 70 / SUDDERTH / GAVILAN CANYON

Entry zone for village from the east and south. Major signage and wayfinding improvements and creation of improved safe connection to Gavilan Canyon Road.

LEGEND

- GAVILAN CANYON ROAD BYPASS
- MIDTOWN PAIRED LOOP
- VILLAGE TRAILS
- RIVER TRAIL
- EXISTING ROADWAYS
- VILLAGE of RUIDOSO BOUNDARY



Ruidoso 2004 -Transportation Needs

In the last half of the 20th century, Americans have begun to understand some consequences related to increased reliance on automobiles such as health effects, congestion, air pollution, and energy costs. Ruidosoans have also seen those same effects on a smaller scale. Traffic congestion has become a perennial issue on Sudderth and Mechem. The increasing volume and the speed on those streets has led to traffic deaths and created unfriendly pedestrian zones.

As transportation planning has matured, it is becoming apparent that building more and wider roads is not always a better solution. Increasingly, planning for transportation is to create a variety of transportation systems that allows many different ways for people get from place to place. These “**multi-modal**” **transportation sytems** are seen as healthier, more cost effective ways for communities to invest transportation dollars for a better future.

Ruidosoans, as part of the **Comprehensive Plan 2020** process, have chosen a multi-modal, multi-faceted transportation system as its future vision. Major elements of that approach were identified by citizen planners as being:

- Emphasize pedestrian, bicycle and transit system improvements in the future.
- Connect existing pedestrian, bike and trail systems so that they are a continuous network.
- Plan long-range for both village and regional transit.
- Make improvements to Gavalin Canyon Road and the two main entry points to the village
- Develop a comprehensive roads and parking strategy for Midtown and the new mixed-use centers.

F. Strategic Vision - Transportation

Ruidoso 2020 Transportation Framework

Ruidoso’s transportation vision for 2020 is that people living, working and playing in Ruidoso will be able to choose from a range of well-designed transportations alternatives that include walking, biking, vil-lage-scaled transit, and automobiles. Walking, biking and transit alterna-tives allow people to see and meet each other in informal, spontaneous ways that increase the sense of community, encourage appreciation of nature, and help to create a healthier lifestyle that are part of maintaining the spirit of Ruidoso.

The Village of Ruidoso will create a **comprehensive transportation strategy** that focuses on all modes of travel, not just automobiles. Devel-oping a complete and connected trails network around and through the Village will be a fundamental component of the system. Village-scale transit systems will be planned and implemented in phases that allows for growth as ridership increases. Regional alliances to create shuttle and bus alternatives to destinations or workforce locations will be planned and implemented. Transportation planning for tourists is also an impor-tant economic development consideration.

In tandem with a **multi-modal transportation** approach, road improve-ments will also be needed to relieve congestion and create more “**people friendly**” **roads**. Specific road upgrades such as development of Gavilan Road should be considered to improve travel route options. Intersection improvements at Gavilan with Mechem, and Gavilan with Sudderth must be carefully designed to maintain visitor and retail traffic on Sudderth and Mechem to support the retail and commercial businesses on those streets.

Other transportation elements of the Ruidoso Comprehensive Plan 2020, that citizens identified were: to create **village entries** with signage, art and landscape improvements at the **north and east entries** to the Vil-lage; to evaluate of a set of **paired loop streets in the Midtown** area to alleviate traffic congestion; increased **Midtown parking**, and **shared parking strategies** to reduce land consumption and costs for parking.

Creating a Ruidoso that is walkable and bikeable requires a **coordinated trails plan** that results in a fully connected **trail network** throughout the Village. Trail network designs and standards are needed. A linch-pin of the system is the **River Trail** along the Rio Ruidoso.

Road designs need to be made more pedestrian friendly and include wide sidewalks, trails, bike trails or lanes when appropriate. Road standards should create safe pedestrian and bicycle conditions by imple-menting standards for narrower drive lane widths to slow traffic to non-lethal speeds within the village core areas; and through use of traffic calming devices such as: bike lanes, sidewalks, road parallel parking and roundabouts.

Gavilan Canyon Road was identified a road to be evaluated for its potential as a local bypass. Specific design requirements are needed for Gavilan’s intersections with Mechem on the north and Sudderth on the south to **discourage use by tourists** and yet be known to locals as a bypass. Over design of the intersections and the road could reduce the traffic through Midtown too greatly which would be detrimental to the retail and economic health of that vital core area.

New developments need to demonstrate and commit to what they will add to the walking, biking, and transit network in support of a Village **Comprehensive Multi-modal Transportation Plan**. Walks and trails in subdivisions and developments should connect to the Village trails system. Retail and commercial sites should plan and design for transit stops to encourage patrons to use the village transit system.

TRANSIT PLAN - 2020

CONVENTION CENTER - SCHOOL TRANSIT LOOP

Create transit connections to civic uses such as Library, City Hall, Convention Center, and White Mountain Schools.

VILLAGE TRANSIT

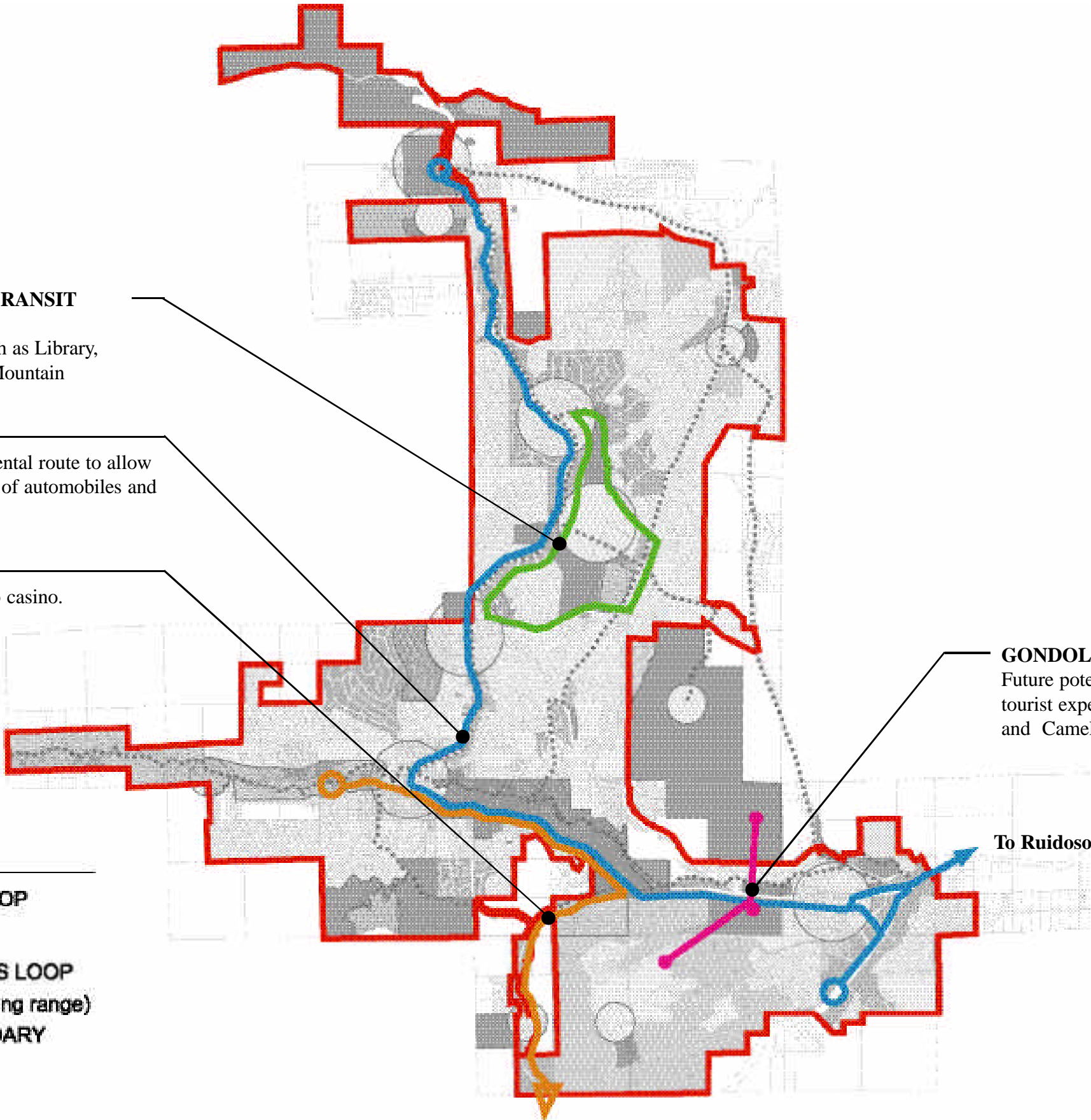
Village serving transit route. Most fundamental route to allow Village residents and visitors to reduce use of automobiles and relieve congestion on roads.

INN of the MOUNTAIN GODS

Tourism link from Midtown destinations to casino.

LEGEND

- CIVIC - SCHOOL TRANSIT LOOP
- VILLAGE TRANSIT
- INN OF THE MOUNTAIN GODS LOOP
- GONDOLA CONNECTIONS (long range)
- VILLAGE of RUIDOSO BOUNDARY



GONDOLA CONNECTION

Future potential to reduce automobile traffic and increase tourist experience by connecting Midtown to Moon Mountain and Camelot neighborhood.

Ruidoso 2004 - Transit Needs

Transit systems are increasingly coming to the forefront as an effective solution to overcome the natural road and access constraints in mountain valley resorts. Ruidoso, like many mountain resort communities in the West, is defined by the surrounding terrain. The terrain limits auto access to one or two main arterials into the area, and limits development of alternate routes even as development pressures increase. The result is often heavy traffic strains on the main roads and congestion on them in times of peak tourist seasons. This is certainly the case for Ruidoso's two main roads—Mecham and Sudderth.

Transit creates the opportunity to reduce traffic on crowded local roads by providing a travel option for visitors and locals besides their own vehicles. Ruidoso has some examples of small scale transit systems, such as the on-demand shuttles provided for visitors to the Inn of the Mountain Gods and similar, very limited services for seniors and others with medical needs. Though small in scale, they are the beginnings upon which to create meaningful transit for Ruidoso.

During the *Comprehensive Plan 2020* process, the community members identified the following needs for village and regional scale transit networks.

- Development of a village scale transit network that could focus on two specific populations—tourists and youths.
- Development of a regional transit network focused on work force transit.
- Evaluate possibly unique transit alternatives for serving Camelot and Moon Mountain.

G. Strategic Vision - Transit

Ruidoso 2020 Transit Framework

The future of transit for Ruidoso builds on its existing systems and anticipates collaboration with regional partners to create appropriately scaled transit to serve the needs of visitors and locals. Transit works best in environments where there are dense pockets of people and activities along a transportation corridor. Essential to the development of Ruidoso's transit system is the development of **village and neighborhood mixed-use centers**. These centers of density make it attractive and easy for people to use transit as residential, work and entertainment are arranged in a pedestrian friendly walking environment so that a vehicle is not needed once you disembark from the transit. See the previous section on Mixed-Use Centers for more information.

Developing a **comprehensive transit plan** as part of a comprehensive transportation plan is the first step in creating a transit system for Ruidoso. Transit in a small village is often shuttle or small bus based which better meets the capabilities of the community to operate, but comprehensively looking into the future many bring about bolder and more imaginative solutions for Ruidoso. Opportunities for transit in Ruidoso are numerous. Some that should be evaluated in a comprehensive transit plan are: tourist focused transit, youth focused transit, and specific opportunities for Camelot and Moon Mountain.

In resort communities, one of the best and most effective populations to encourage transit use are the visitors. Tourists are generally more targeted about the locations and sites that they want to visit and many of those locations are along Sudderth and Mecham. Developing **tourist focused transit systems** running on Sudderth and Mecham that tie the hotel locations developing along Highway 70 to Midtown, the convention center golf course, and the Ruidoso Downs could be very effective in providing alternate means to get visitors out of their cars and using transit instead. A second route that is already partially in place is from the village to the Inn of the Mountain Gods. Collaborating with the Mescalero Apache Tribe and Ruidoso Downs to develop transit systems that serve these two essential tourist routes could economically benefit all parties. An additional benefit is that the Sudderth and Mecham route also serves most of the destinations that locals use as well.

Youth focused transit is also an effective way to create well used routes. Modern families spend many hours shuttling children to and from one after school activity to another. A youth focused transit system can be an effective alternative in a small town such as Ruidoso. A loop route from the convention center to White Mountain School to the village town hall / library area and back to the convention center could be such a route. A youth focused route would be a strong compliment to a main transit loop on Mecham and Sudderth. They would combine to provide effective transit to most of the locations that locals need and desire to get to.

Camelot and Moon Mountain are two special transit concerns for Ruidoso identified by the community during the Comprehensive Plan process. Both areas are isolated by mountainous terrain from the remainder of the village and both have large potential for development. A long term opportunity recommended for evaluation by the citizen planners was a gondola or similar alternate transportation system as secondary access. Possible alignments for these routes are noted on the Transportation Plan - 2020. Such a system, if linked to a transfer point to the main Sudderth and Mecham transit route, would allow many residents of Camelot and Moon Mountain to use convenient transit and reduce traffic impacts on the rest of the village from those sites.

Regional transit is focused on the long-term reality that much of the work force for Ruidoso will continue to live outside the village boundaries. Work force transit means that increasingly scarce developable land and road space that would be consumed for parking and wider roads could be reduced and shifted to more economically productive uses. A comprehensive regional transit plan, if developed in collaboration with the surrounding regional partners, is a valuable tool in accessing federal and state transit grants and funding.

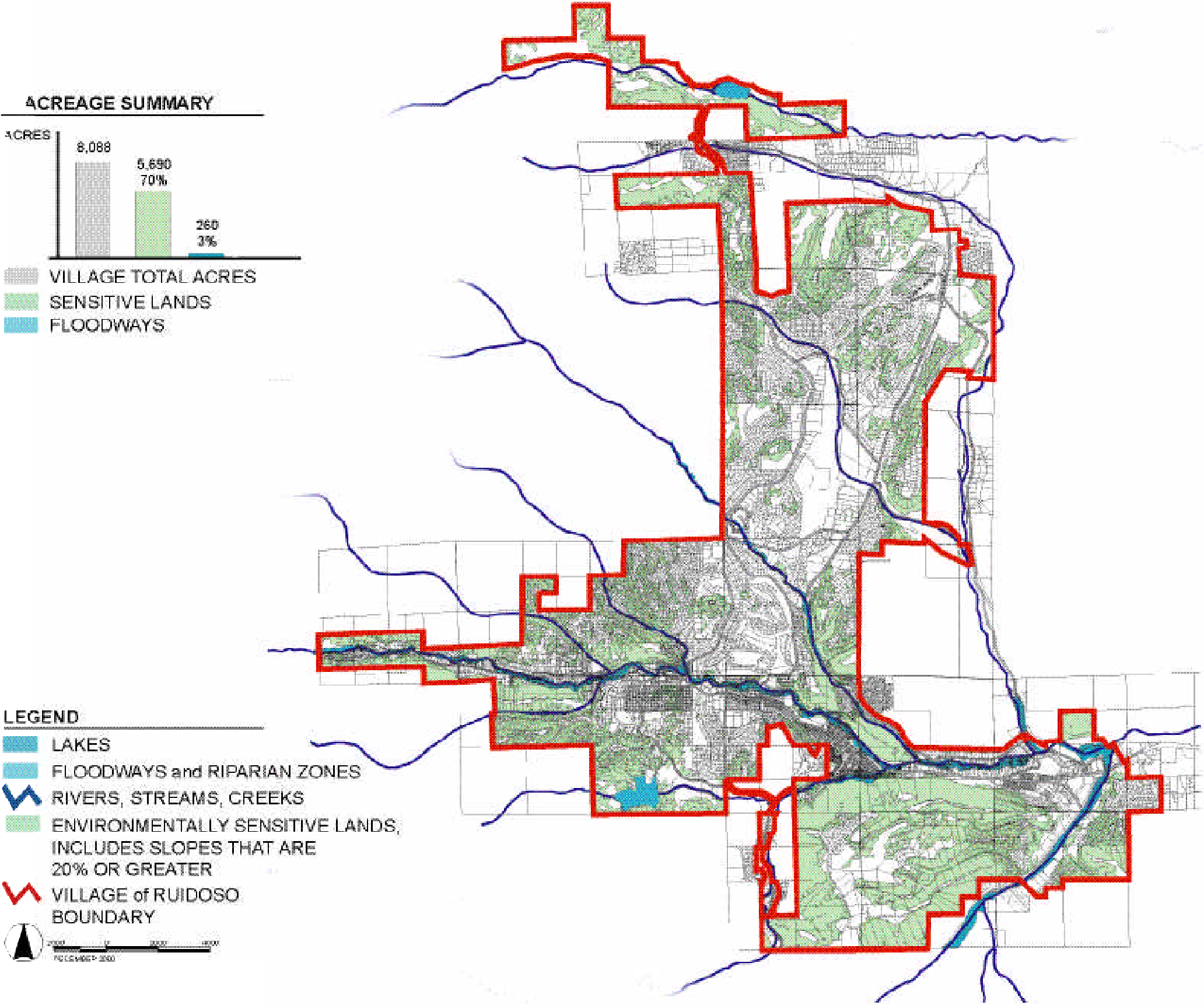
Goal 2.0

A more “walkable and “bikeable” community.

	OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
2.1	<u>Develop village-wide walkways and bicycle routes</u> <ul style="list-style-type: none"> Create a Village-wide Transportation Plan that outlines design standards for new roads, walks, and trails and prioritize up grades for improving existing roads, walks and trails. 	<ul style="list-style-type: none"> Capital Improvement Program Development Regulations Development Review Master Pedestrian, Bikeway and Recreation Trails Plan 	VPZ VLB	VEB VPL	VGC NMDT USDT
2.2	<u>Develop measurable criteria that links walking/biking and health</u>	<ul style="list-style-type: none"> Master Pedestrian, Bikeway and Recreation Trails Plan Master Transportation Plan 		VEB VPL	HSG
2.3	<u>Ensure land use decisions are consistent with/maintain and enhance walking and bicycle use/opportunities. Consider how building siting, design and construction will influence the ability to walk or ride a bicycle</u> <ul style="list-style-type: none"> Design and plan Village Centers to emphasize a pedestrian friendly environment and support pedestrian linkages between centers. 	<ul style="list-style-type: none"> Development Regulations (Zoning) Development Review Master Pedestrian, Bikeway and Recreation Trails Plan Traffic Impact Analysis 	VPZ VLB	VEB VPL	VCG MMA LCHA, USDT NMDT
2.4	<u>Develop a program to prioritize the repair and construction of sidewalks throughout the Village</u> <ul style="list-style-type: none"> Link phased improvements to a comprehensive sidewalk and trails plan. 	<ul style="list-style-type: none"> Pavement Management Plan Streetscape Improvement Plan Streetscape Design Guidelines Traffic Impact Fee 	VLB VPZ	VEB VSP VED	VCG VBG NA
2.5	<u>Develop traffic calming programs for areas where there may not be a strong desire for construction of sidewalks in residential areas outside of the Midtown area</u> <ul style="list-style-type: none"> Transportation plan should identify and action where traffic calming devices could increase safety. 	<ul style="list-style-type: none"> Pavement Management Streetscape Improvement Plan Streetscape Design Guidelines Traffic Impact Fee 	VLB VPZ	VEB VSD VPL	VCG VBG NA
2.6	<u>Prioritize pedestrian and bicycle improvements:</u> <u>Improve year-round corridors used by tourists and locals first.</u> <u>Focus on area around Midtown</u> <ul style="list-style-type: none"> Transportation districts should be developed to prioritize improvements and future development. 	<ul style="list-style-type: none"> Master Pedestrian, Bikeway and Recreation Trails Plan Master Transportation Plan Traffic Impact Fee Neighborhood Traffic Management Program 	VPZ VLB	VEB VSD VPL	VCG VBG
2.7	<u>Develop a “network” of safe bicycle routes along the smaller roads to enable cyclists to avoid having to ride along Mechem Drive and Sudderth Drive</u>	<ul style="list-style-type: none"> Master Pedestrian, Bikeway and Recreation Trails Plan Master Transportation Plan Neighborhood Traffic Management Program 	VPZ VLB	VEB VSD VPL	VCG VBG

Goal 3.0 A well-designed, safe road network that accomodates all users.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	3.1	<u>Develop a Village-wide multi-modal master transportation plan</u> <ul style="list-style-type: none"> The transportation plan should identify possible phased transit improvements including roads, bus, bike, pedestrians, and trails. 	<ul style="list-style-type: none"> Master Transportation Plan Traffic Impact Analysis Strategic Transit Service Plan 	VLB	VEB VPL	NMDT USDT RVCC, ARA
	3.2	<u>Develop new roadway design standards</u> <ul style="list-style-type: none"> The road standards should include accommodations for pedestrians, bikes and transit. 	<ul style="list-style-type: none"> Master Transportation Plan Streetscape Improvement Plan Streetscape Design Guidelines 	VLB	VEB VSP VED	NMDT USDT

Goal 4.0 A friendly convenient village-scale transit service that moves residents and visitors within town and to surrounding communities.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	4.1	<u>Develop park-and-ride facilities both within and outside of the village</u> <ul style="list-style-type: none"> Plan for a phased transit system development that has the support of adjacent communities and State and Federal agencies. 	<ul style="list-style-type: none"> Master Transportation Plan Strategic Transit Service Plan Regional Cooperation 	VLB VEB	VPL	Regional Agencies NA
	4.2	<u>Develop a village wide transit system. Anticipate a variety of systems:</u> <ul style="list-style-type: none"> <u>Fixed Route</u>- usually operates on fixed schedule and stops at fixed locations. <u>Demand Response</u>- Flexible service, also call dial-a-ride. Often provided for the benefit of users with special mobility needs (elderly, people in wheelchairs, sight impaired, etc.) <u>Hybrid Service Types</u>- Deviated fixed route, point-deviated route, service route. 	<ul style="list-style-type: none"> Master Transportation Plan Strategic Transit Service Plan 	VLB VEB	VPL	Regional Agencies NA
	4.3	<u>Identify key destinations for potential transit route planning and coordinate with pedestrian and bicycle improvements to those destinations</u> <ul style="list-style-type: none"> Target specific destinations used by tourists, youths and seniors as priorities to support the mobility needs of those groups. 	<ul style="list-style-type: none"> Master Transportation Plan Strategic Transit Service Plan Master Pedestrian, Bikeway, and Recreation Trails Plan 	VLB VEB	VPL	Regional Agencies Business Groups NA



Environment

FLOODWAYS AND RIPARIAN ZONES

Control and manage development to protect water quality, and to protect the health and safety of residents in flood zones.

ENVIRONMENTALLY SENSITIVE AREAS

Protect sensitive areas (forested areas and slopes of 10%-20% grades) from development to ensure water resources.

STEEP SLOPES

Limit and control disturbance and denudement on steep slopes and environmentally sensitive areas to protect water quality and forest health from erosion concerns, and to maintain views of ridge tops.

LAKES

Manage surrounding development to protect potable water resources in lakes from degradation.

EXHIBIT VII

VI. Environment and Infrastructure

Ruidoso 2004 - Environmental Needs

Ruidoso’s current development guidelines do not limit the percentage of development allowed on sloped areas. This has lead to development on dangerously steep slopes causing issues of increased sedimentation, limited and unsafety access for emergency services, and degradation of viewsheds from development and deforestation. Development also encroaches into FEMA flood plains along Rio Ruidoso.

Highly tourism driven communities throughout the west are discovering an interesting lesson--that economic development and environmental protection are mutually supportive aims. Visitors choose to visit locations based on their sense and love of the unique natural setting of a resort town. The quality of the natural environment is strong influence in why people visit and stay. Thus, smart communities invest in and encourage protection and improvement of the natural lands surrounding them. It is a wise economic investment.

During the Ruidoso Comprehensive Plan 2020 process, the community identified the following as its vision for the future environment for Ruidoso.

- Conservation of the natural mountain landscape and open spaces, including the effective management of the forest and water, mandatory recycling, unobstructed views of the mountains, clean air, and dark night skies.

A. Strategic Vision - Environment

To achieve the vision for 2020, the Village of Ruidoso will create a comprehensive approach to protect and conserve its natural resources and guide development that is responsible about environment. Key environmental goals include hillside erosion prevention, wildland urban forest safety, watershed and water resource protection, recycling programs, protection of important view corridors, clean air and night-skies protection.

Within the context of comprehensive planning for the Village, an **environmental management plan** is to be developed. The Village will map and inventory its natural resources, and coordinate its development zoning and regulations to encourage environmental protection through a combination of requirements and incentives.

Village zoning will encourage development in clustered village centers to reduce the pressure to develop in environmentally sensitive areas. **Development regulations** will be updated to strenghten or incorporate environmental conservation and protection standards including: terrain management, control of light pollution, erosion and sediment control, and water conservation among others.

The Village’s annexation policy will include criteria for the **annexation of adjacent environmentally sensitive lands** to manage development to protect them from harm. As annexed lands are brought into the Village, areas such as water courses, water well locations, and open spaces should be identified , mapped, and zoned to be incorporated in the environmental management plans for the Village.

Watersheds and flood zones management. The best way to protects humans from the effects of watershed degradation and flooding is to prevent and remove development in the flood zones of water courses, such as the Rio Ruidoso. Regulations to prevent future development within flood zones will be established. Incentives to assist in removing existing structures already within a flood plain may be part of the tools used by the Village to achieve this public safety need. Watersheds are to be planned with a regional perspective and the Village will include the surrounding communities in a positive dialog about the water future for the region.

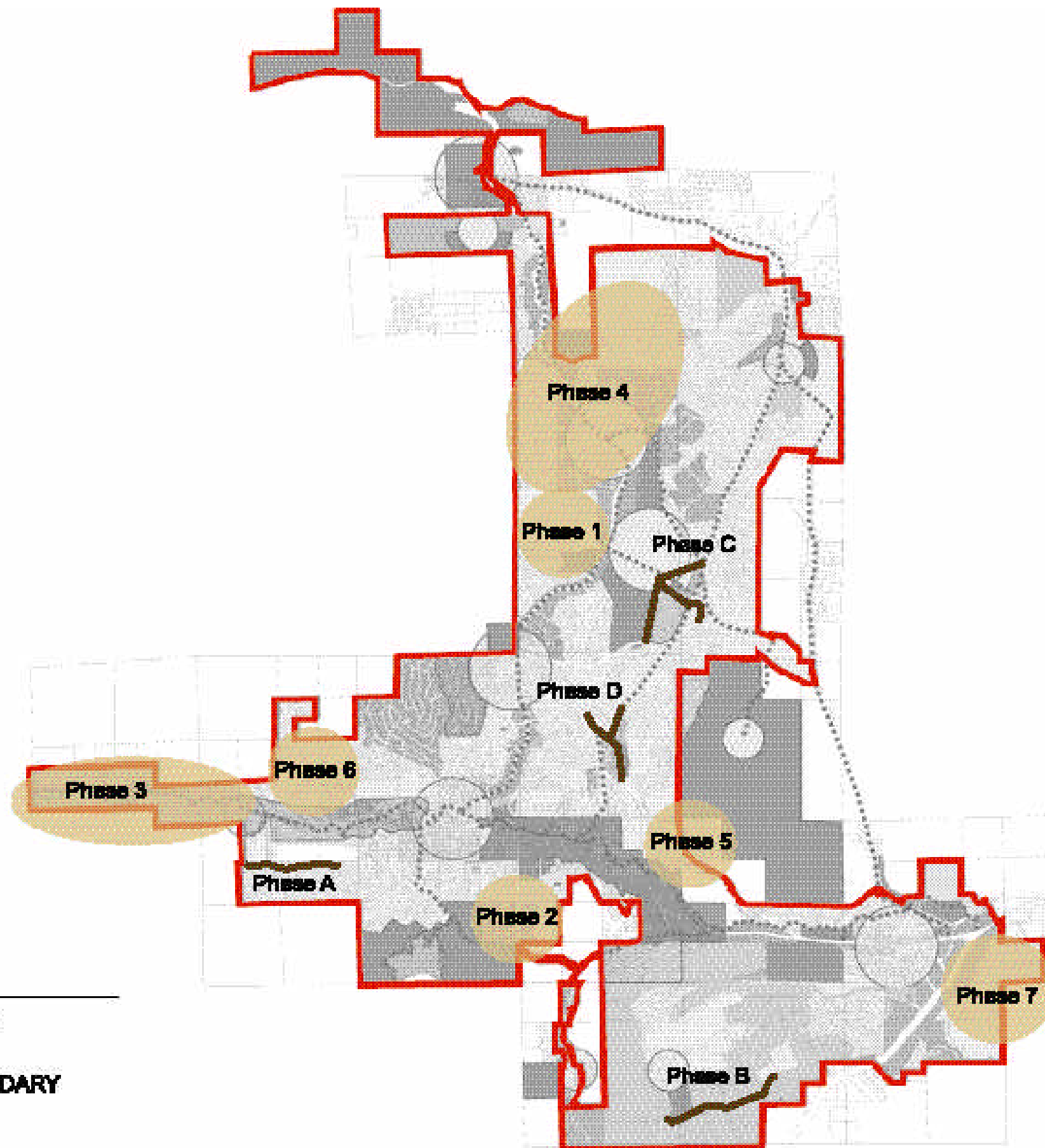
Hillsides protection and erosion prevention. Development on hillsides has a direct effect on the water quality in the rivers and streams in Ruidoso. Development on hillsides when poorly regulated contributes to

erosion problems, sediment and pollutants in streams, and removal of watershed vegetative cover. To protect Ruidoso’s precious waters and its water quality for future generations, the Village will update it zoning and development standards to limit and rigorously control development on slopes over twenty (20) percent.

Views preservation. Hillside ordinances that restrict development on steep slopes porvide the added benefit in that they help in protecting a community’s mountain qualities. A study should be considered to identify what are considered important views by the community and what are opportunities to protect those views. Views protection could include height ordinances in critical locations, targeted uses, finish materials guidelines, window glare guidelines, ect. The results of the study should be incorporated into zoning regulations, development standards, and neighborhood plans.

Wildland urban interface. The Village’s model efforts on its outstanding wildlife urban interface program are to continue. The initiative will be to encourage more protection of existing old growth trees while managing undergrowth. The Village will continue it strong collaboration with it regional partners to find funds for and to support this effort.

Recycling programs. Ruidoso is uniquely positioned to leverage recycling not only for good environmental stewardship reasons, but in support its wildland urban interface initiatives and economic development. The Village’s wildland urban interface initiative involves removal of unhealthy forest material there are local businesses that are recycling those waste products and growing a new economic sector for the Village. Recycling residential, retail, commercial and industrial wastes is a positive means to reduce increasing costs of solid waste management. Creative ways to view waste materials as opportunities for economic development will continue to be encouraged by the Village.



LEGEND

- SEWER EXPANSION ZONES
- SEWER UPGRADES
- VILLAGE of RUIDOSO BOUNDARY



Infrastructure

SEWER SYSTEM

Continue phased upgrades to sewer system and work with neighboring communities on regional wastewater plant. Limit new septic systems and remove old ones as new areas of development are tied into Village system.

WATER SYSTEM

Follow recommendations outlined in The Village of Ruidoso 40-Year Water Plan by Wilson & Company Engineers, Inc. (February 2004).

STORMWATER SYSTEM

Develop Village wide stormwater management plan to include site development catchment requirements and existing system evaluation for water quality control.

Ruidoso 2004 - Infrastructure Needs

Water, waste water, and storm water are the pressing infrastructure concerns that Ruidosoan see now and in the future. Addressing this triad of water related issues is seen as crucial to the long-term health, welfare and success of Ruidoso.

Potable water sources appear to be adequate for the present, but the existing delivery system needs upgrades and improvements to be reliable. Future growth demands are likely to force the Village to find additional water sources and to bring them on-line in a relatively short period of time. Other communities have used water conservation as an quick, effective method to extend existing water resources.

Waste water treatment improvements for capacity and quality are needed and required to meet current federal and state regulatory standards.Many existing septic systems are in proximity to the Rio Riodoso, its related water courses, and Village well fields which has heightened long-term concerns about safe water for drinking. Existing agricultural and horticultural uses that release herbicides and pesticides to the Rio Riodoso also contribute to current and long-term water quality concerns.

During the Comprehensive Plan 2020 process these goals for Ruidoso’s future were identified with the community.

- A state-of-the-art wastewater treatment plant.
- A regional plan for water use, quality and conservation. It should tie development to the availability of water and offer special incentives for homeowners and developers who implement wise water use plans.

B. Strategic Vision - Infrastructure

The Village now has a long-range water plan in place. The Village of Ruidoso 40-Year Water Plan by Wilson & Company Engineers, Inc. (February 2004), outlined a comprehensive set of water policies to be implemented by the Village.

Water Plan. The Village’s priority is to implement the recommendations outlined in the 40 -Year Water Plan. **Water conservation** measures are outlined in the plan and will be adopted as ordinances where appropriate. The Village will continue to investigate ordinances and development incentives that encourage water conservation including: low water use fixtures and equipment, domestic water reuse of grey water, xeric landscape standards, The community discussion on relating development to water availability is a discussion that the Village will have with its citizens continuously for the foreseeable future.

Zoning is to be modified to prevent **development around wetlands and well sites** and to prioritize the quality, health and safety of the community’s water resources. Village ordinances will **prohibit septic systems** for future development. **Village impact fees** will be evaluated and set to relate development with it impacts on the infrastructure systems to provide the services necessary by that development.

The Village will collaborate with adjacent municipalities, regional partners, State and Federal agencies to implement needed **wastewater facility upgrades**. A regional waste water treatment system could create an opportunity to **reuse treated water** for irrigation at schools, civic, park, and recreational facilities. Water reuse for these types of public uses would allow the potable waters current used for irrigation to be redirected to support economic and residential uses.

The Village will continue it initiative to **connect households on existing septic systems** to the community waste water treatment system. The Village will phase its waste water infrastructure plans to encourage connections to the community system and to link long-range system plans to the Village’s future annexation policy.

The Village will develop **Integrated Stormwater Management Plan** to prevent the flow of pollutants and contaminants to Village water ways and to protect the public water resources from those threats. Elements of the Integrated Stormwater Management Plan could include:

- On site stormwater management
- On-site water harvesting for landscape irrigation
- Management of pollutants and contaminants
- Coordination with State and Federal water quality standards and requirements.

Stormwater management planning is a **regional issue**. There is upstream and downstream development that impacts the water quality of Ruidoso, and are not under the direct control of the Village. This requires that the Village will have to pursue and collaborate with its adjacent communities to solve this issue.

Goal 5.0

Conservation of the natural mountain landscape and open space.

	OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
5.1	<u>Ensure effective management of natural resources including forests, water and air</u> <ul style="list-style-type: none">• Work with regional partners to link the Village’s database with other natural resource inventories.	<ul style="list-style-type: none">• Development Regulations (Zoning)• Parks and Open Space Plan• Regional Cooperation• Environmental Education Programs• Integrated Stormwater Management• GIS Database Management	VLB	VEB VFO	Federal Agencies State Agencies Regional Agencies
5.2	<u>Protect mountian views and dark night skies. Create Development standards for view protection and dark skies</u> <ul style="list-style-type: none">• Neighborhood plans should identify viewsheds to be protected and means to do so.	<ul style="list-style-type: none">• Development Regulations (zoning)• Design Guidelines	VLB VEB	VEB VPL	KRBC
5.3	<u>Develop watershed protection priority areas</u> <ul style="list-style-type: none">• Work with regional partners to establish priorities and strategies to obtain Federal and State funding and grants.	<ul style="list-style-type: none">• Integrated Stormwater Management• Regional Cooperation• GIS Database Management	VEB	VWW	EPA, NMED
5.4	<u>Continue interagency cooperation for forest and wildlife management</u>	<ul style="list-style-type: none">• Regional Cooperation• Environmental Education Programs	VEB	VWW	Federal Agencies State Agencies Regional Agencies
5.5	<u>Ensure all flood plain areas are mapped</u> <ul style="list-style-type: none">• Map FEMA flood plains to Village’s GIS database.	<ul style="list-style-type: none">• GIS Database Management• Regional Cooperation	VPZ VEB	VEB VPL	FEMA GIS
5.6	<u>Create development standards for hillside protection and erosion prone areas</u>	<ul style="list-style-type: none">• Development Regulations (Zoning)• Design Guidelines	VPZ VEB	VEB VPL	GIS
5.7	<u>Develop an ordinance to regulate the placement of cell towers and map transmission lines to control environmental and views impacts</u>	<ul style="list-style-type: none">• Development Regulations• Design Guidelines	VPZ VEB	VEB VPL	EPA NMED
5.8	<u>Continue to provide recycling services</u>	<ul style="list-style-type: none">• Annual Budget• Grant Funds	VEB	VSW	VNG NA

Goal 6.0 A state-of-the-art waste-water treatment plant.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	6.1	<u>Expand existing plant to meet EPA standards and New Mexico Environmental Department standards</u> <ul style="list-style-type: none"> The Village should implement the recommendations listed in <i>The Village of Ruidoso 40-Year Water Plan</i> by Wilson & Company Engineers, Inc. (February 2004). 	<ul style="list-style-type: none"> Annual Budget Capital Improvement Program Regional Cooperation Water Quality Plan 	VLB	VWW	NMED, EPA LCM MA
	6.2	<u>Develop a regional wastewater treatment plant</u>	<ul style="list-style-type: none"> 40 Year Water Plan Integrated Stormwater Management Plan Regional Cooperation 	VLB VPZ	VWW	NMED, EPA LCM MA
	6.3	<u>Look for water reuse opportunities</u>	<ul style="list-style-type: none"> Integrated Stormwater Management Plan Development Regulations (Zoning) Development Incentives Water Quality Strategies 	VLB VPZ	VWW	NMED, VNG, LCM, EPA, USFS MA, LCHA, RBG BLM

Goal 7.0 A regional plan for water use, quality and conservation.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	7.1	<u>Develop Village Water Plan. Work with County, and Regional Partners to collaborate on a Regional Water Management Plan</u>	<ul style="list-style-type: none"> Regional Cooperation Regional Water Management Plan GIS Database Management 	VLB VPZ	VPL	Regional Agencies
	7.2	<u>Ensure development is tied to the availability of water</u>	<ul style="list-style-type: none"> Development Regulations (Zoning) Impact Fees 	VLB VPZ	VPL	VNG, RVCC, LCHA, RBR
	7.3	<u>Offer incentives for homeowner's and developers to implement wise water use plans</u>	<ul style="list-style-type: none"> Development Incentives 	VLB VPZ	VWW	VNG,LCHA, RBR
	7.4	<u>Develop rainwater capture and gray water standards to reduce existing water demand and uses throughout the Village</u>	<ul style="list-style-type: none"> Water Quality Strategies Integrated Stormwater Management 	VLB VPZ	VWW	VNG,LCHA, RBR, RVCC
	7.5	<u>Examine compacts and agreements for capture and reuse of stream water, wastewater, stormwater and rainwater</u>	<ul style="list-style-type: none"> Integrated Stormwater Management Regional Cooperation Development Regulations (Zoning) 	VLB	VEB	SLO, LCM, MA COG
	7.6	<u>Develop conservation programs with use targets and educational goals to help community achieve the targets.</u>	<ul style="list-style-type: none"> Water Quality Strategies Integrated Stormwater Management Regional Cooperation Environmental Education Programs 	VLB	VWW	VNG, RISD, LCHA
	7.7	<u>Tie land development to water availability. Close loopholes that allow some people to have both private wells and Village water service</u>	<ul style="list-style-type: none"> GIS Database Management Development Regulations (Zoning) Regional Cooperation 	VLB VEB	VEB	VPL

RECREATION PLAN - 2020

EAGLE CREEK SPORTS COMPLEX

Regional sports facility for large scale events and its a major economic component for the parks department.

PROPOSED SNOWFLAKE RIDGE PARK

Small scale passive residential park/open space with connections to Forest Service trails.

PROPOSED PARK

Active recreation park for residents adjacent to village center.

PROPOSED CEDAR CREEK PARK

Build upon existing Forest Service passive recreation facilities to create a large scale active recreation park for residents adjacent to village center, with trail connections to Forest Service trails.

NEW TOWN SQUARE

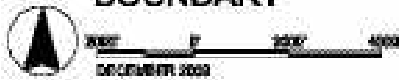
Design new park space to accommodate a wide variety of activities, gatherings, and festivals. ensure safe comfortable walking patterns to and from midtown.

RIVER TRAIL

Typical major trailheads for River Trail.

LEGEND

- EXISTING PARKS
- PROPOSED PARK SPACE
- STATE LAND (Moon Mountain)
- RIVER TRAIL
- VILLAGE TRAIL CORRIDORS
- FEDERAL LAND
- VILLAGE of RUIDOSO BOUNDARY



GRINDSTONE LAKE

Increase recreational opportunities around Grindstone Lake.

PROPOSED PARK

Small scale residential park/open space adjacent to neighborhood center.

NORTH PARK

The Village's skate park location.

WHITE MOUNTAIN RECREATIONAL COMPLEX

Kidz Connection Playground, soccer fields, and baseball fields. The walking trail is the heart of the Village wide trail system.

MOON MOUNTAIN

Work with State Land Office to ensure large recreational component in any future development plans.

TWO RIVERS PARK

Pavillion, playground and picnic sites.

SCHOOL HOUSE PARK

Swimming pool, tennis courts and senior center. Prime location for expanded local gatherings and events.

PROPOSED CAMELOT PARK

Park space to be in the neighborhood center and should provide for a range of activities from active children's recreation to passive adult activities.

VII. Recreation and Quality of Life

Ruidoso 2004 - Recreation and Quality of Life Needs

From the public survey during the **Comprehensive Plan 2020**, Ruidosoan see recreation and quality-of-life as linked concepts. The ability to hike, bike, recreate and enjoy a healthy lifestyle are seen as basic to what it means to be a Ruidosoan. They want to make sure that this remains a quality for the future and that it is available throughout the community for all Ruidosoans.

In the public survey, historic Midtown was noted frequently as a crucial core area to maintain as a vital, engaging location for both locals and visitors. Linked to keeping the social life of Midtown, Ruidosoans identified a wish to create with in the village the lively social sense often related to college towns.

Based on the public survey, the advisory committee for the **Comprehensive Plan 2020** identified these recreation and quality-of-life goals for the plan.

- A variety of parks, a multi-use trail system with a river walk that connects the community, diverse and expanded recreational facilities (including a multi-purpose community/ recreation center) and activities for everyone, especially youth.
- A vibrant mid-town.
- A “college town” atmosphere and related activities within the town.
- A healthy community that stresses wellness and promotes a healthy, active lifestyle.

A. Strategic Vision - Recreation

The Village is known as a recreational mecca. The trails, parks and open space system are the core of the recreational facilities in the village. There are segments of trails and dispersed park and open space opportunities throughout the village. The vision for the future that Ruidosoans have identified is to connect them into a connected and complete system. And, that that system should accommodate all types of non-motorized uses and ages of users--from hikers, to bikers, to skaters, to walkers. A **Comprehensive Trails System Plan** is needed to accomplish this vision.

A central piece to the future village trail system would be a walking trail along the Rio Ruidoso with a series of pocket parks offering appealing rest areas. Midtown by being connected to the **river trail** could become the hub for launching bicycling and hiking tours throughout the Village and surrounding mountains. The river trail system in addition to meeting the community’s desire for a hallmark trail provides the open area necessary to better accommodate potential floods on the river.

A brief comparison using parks guidelines from Colorado for rural towns demonstrates that the Village could be lacking in: basketball and volleyball courts, multi-use trails, picnic facilities, and soccer fields. A skate park could also be a valuable facility for the Village’s youth. The community needs to describe a level of service--which refers to ratio of recreational facilities to population--that it desires. A comprehensive **Parks and Open Space Master Plan** is a critical component to achieve and define the diversity and variety of facilities and activities the community will support.

A **multi-purpose community/recreational center** is desired by many with the hope that it could provide a place for a wide variety of recreational activities to serve the community. Youths in particular are a population that Ruidosoans want to ensure are provided a variey of recreational activities that engage them. The community desire is two-fold. To be a great place to raise healthy children, and to be a great place for youths to stay, live and grow as adults.

Life-long recreational and fitness opportunities is envisioned as what maintains future Ruidosoans’ quality of life. Developing not just the recreational and trails facilities, but planning and requiring development within the village to encourage walking, biking and other health and wellness activities is part of the recreational goals.

B. Strategic Vision - Quality of Life

In the future, the Midtown area is to remain an vibrant core for tourists and locals alike. The jewel in the crown for Midtown is to be a new river trail along the Rio Ruidoso with a series of pocket parks offering appealing rest areas. Midtown is to be a hub for launching bicycling and hiking tours in the Village and to the surrounding mountains.

Midtown is to be the most engaging and captivating mixed-use center in the village. New types of housing opportunities for the residents of the Village and a continued diversity and mixture of shops, services, restaurants, and entertainment is envisioned to maintain the vibrancy of the area. A well designed and effective multi-modal transportation system will be an important component to the continued success of the Midtown area. Midtown must be convenient for visitors and locals with close and convenient parking, wide sidewalks along the street for strolling and shopping, safe and secure bicycle routes, street trees for shade, and places to sit and rest along the street and the river trail. A convenient transit system which connects to Midtown to the outlying residential areas is seen as part of what maintains Midtown’s vitality.

A new central gathering place in Midtown is to be created to insure the continuation of celebrations and community gatherings. This new gathering space, whether a park or a plaza, reinforces the community’s desires to create a “heart” in the middle of historic Midtown. The Village has taken steps to purchase property in the Midtown area for a central gathering place. The site is large enough to support community wide functions and celebrations. A key to its success will be the successful integration of local celebrations and festivals held at the site.

Part of the future quality-of-life for Ruidosoans is to be a “college town” atmosphere. Bookstores, newstands, small coffee shops, speakers venues and other related facilities would be encouraged to create the lively social and educational sense related to a college town atmosphere. Perhaps centered around the current Eastern New Mexico University branch facility or some other future higher education facility, the development of a “college town” atmosphere would add to the richness and diversity of life-style opportunities within the future village.

Goal 8.0

A variety of parks, a multi-use trail system with a river walk that connects the community, diversity and expanded recreational facilities, including a multi-purpose community recreation center and activities for everyone, especially youths.

	OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
8.1	<u>Create a variety of parks.</u> <ul style="list-style-type: none">• Develop level of service criteria that describes the parks and open space opportunities that Ruidosoans desire and will support, and how they should be distributed.• Create a GIS database for parks to assist in tracking and quantifying parks and open space recreation assets to support a comprehensive parks planning and management system.• Develop parks and open space design standards that accommodate and allow a variety of uses and users.	<ul style="list-style-type: none">• Master Pedestrian, Bikeway and Recreation Trails Plan• Parks and Open Space Plan• Regional Cooperation: Forest Service	VPL	VPR	VNG USFS BLM
8.2	<u>Create a multi-use trail system with a river walk that connects the community.</u> <ul style="list-style-type: none">• Develop a trails master plan as part of the overall planning for a Village pedestrian and bikeways system, per NM State Comprehensive Outdoor Recreation Plan.• Establish development requirements, standards, incentives and fees for implementing a community-wide multi-use trail system. In particular to connect residential to civic, institutional and recreational destinations, mixed-use centers, and the transit system.• Develop a river walk along the Rio Ruidoso.• Create a GIS database for trails to assist in tracking and quantifying trails assets to support a comprehensive trails planning and management system.• Expand trail opportunities for a variety of users by age and interest, such as families, recreational users, commuters, mountain biking, competitive events.• For safety reasons, continue to discourage use of ATV's on village trails or parks, and consider development of specific and appropriate ATV allowed area.	<ul style="list-style-type: none">• Parks & Open Space Plan• Master Pedestrian, Bikeway and Recreation Trails Plan• Development Incentives• Development Standards• Use Regulations	VPZ	VPR	VNG
8.5	<u>Create multi-use center for diverse recreational opportunities</u>	<ul style="list-style-type: none">• Parks and Open Space Plan• Development Impact Fees• Annual Budget	VPZ	VPR	Local Area Groups
8.4	<u>Support and develop recreational opportunities for all ages with an emphasis on youths.</u>	<ul style="list-style-type: none">• Parks and Open Space Plan• Master Pedestrian, Bikeway and Recreation Trails Plan• Program Grant Funds• Annual Budget	VPZ	VPR	RSCD

Goal 9.0 A vibrant midtown.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	9.1	<u>Allow for diversity of uses within the Midtown area</u> <ul style="list-style-type: none"> Create a Midtown district in the village zoning codes has includes specific development requirements to protect the pedestrian scale of Midtown and its mixed-uses. Create inclusive mixed-use zoning that includes residential, live / work, artisan, tourist, commercial and offices. 	<ul style="list-style-type: none"> Development Regulations (Zoning) Streetscape Design Guidelines Development Incentives Master Pedestrian, Bikeway and Recreation, Trails Plan Special Districts - Specific Plans 	VPZ VLB	VPR	ARA VBG MMA RVCC VCG
	9.2	<u>Develop pocket parks along a river trail</u> <ul style="list-style-type: none"> Create a system of open spaces and parks along a river trail on the Rio Ruidoso. 	<ul style="list-style-type: none"> Master Pedestrian, Bikeway and Recreation, Trails Plan Parks and Open Space Plan 	VPZ VLB	VPR	FEMA MMA RVCC
	9.3	<u>Create a place in Midtown for community celebrations and gatherings, such as a plaza or park.</u>	<ul style="list-style-type: none"> Capital Improvement Program Grant Funds Annual Budget 	VPZ VLB	VPR	RVCC MMA VCG
	9.4	<u>Provide for a balance of tourist and local serving shops and services in Midtown.</u>	<ul style="list-style-type: none"> Fiscal & Social Impact Assessment Economic Development Strategic Plan 	VPZ VLB	VPL	RVCC MMA, VBG
	9.5	<u>Provide for a variety of transportation and transit options to get to Midtown</u>	<ul style="list-style-type: none"> Master Transportation Plan Parking Management Plan 	VPZ VLB	VEB VPZ	VGC, VBG, NMDT, USDT
Goal 10.0 A “college town” atmosphere and related activities within the town.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	10.1	<u>Support development of a 4-year college</u>	<ul style="list-style-type: none"> Regional Cooperation with schools Environmental Education Programs 	VEB	VSP	ENMU
	10.2	<u>Encourage activities that foster a college town atmosphere such as cafes, bookstores, speakers venues.</u> <ul style="list-style-type: none"> Create zoning that allows and encourages activities and development that support an educational atmosphere. 	<ul style="list-style-type: none"> Regional Cooperation with schools Development Regulations (Zoning) 	VPZ VLB	VSP	ENMU
Goal 11.0 A healthy community that stresses wellness and promotes a healthy active lifestyle.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	11.1	<u>Develop comparative health data that is used in planning of recreational opportunities and facilities.</u> <ul style="list-style-type: none"> Create a public health campaign for the village 	<ul style="list-style-type: none"> Master Pedestrian, Bikeway and Recreation Trails Plan Parks and Open Space Plan Environmental Education Programs 	VEB	VSP	HSS
	11.2	<u>Create development requirements that include walking, bike, other recreational amenities, or connections to public trails to build a village pattern the allows a healthy active lifestyle.</u>	<ul style="list-style-type: none"> Development Regulations (Zoning) Development Incentives Master Pedestrian, Bikeway and 	VPZ VLB	VSP	VNG LCHA RBR

ARTS and CULTURE PLAN - 2020

TOWN SQUARE

Develop new park space to accommodate medium sized festivities and concerts, along with public/ civic gatherings.

CONVENTION CENTER

Venue for large open air and indoor events.

MIDTOWN

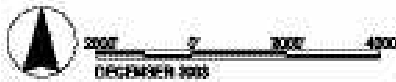
Encourage small scale performance and dance venues in private businesses. Encourage small scale art production, jewelry, sculpture, graphic arts.

SCHOOL HOUSE PARK

Support medium sized Village and resident events for seniors and families.

LEGEND

- ARTS and CULTURE AREAS OF INTEREST
- VILLAGE of RUIDOSO BOUNDARY



VIII. Economy, Arts and Culture, and Education

Ruidoso 2004 - Economy, Arts and Culture, and Education Needs

Ruidoso’s current economy is heavily based on serving the tourism industry. The local economy is very sensitive to that sector’s ups and downs. Ruidoso has also been the retail and commercial center in the local region. During the **Comprehensive Plan 2020**, Ruidosoans perceived that the future well-being of the community rests on diversifying the economy to improve the community’s ability to grow in a balanced fashion.

Arts and Culture, and Education were identified by the **Comprehensive Plan 2020** participants as key components for growing a future economy. A critical concern for the participants was the community’s ability to retain and attract younger residents to grow the future economy. Goals for the Economy, Arts and Culture, and Education identified by the advisory committee for the **Comprehensive Plan 2020** are:

- A more vital, diverse economy that expands recreation opportunities for all segments of the population and provides greater support for local businesses.
- Quality schools that serve students of all ages. Educational opportunities are available for lifelong learning, vocational (work-force) development including the campus for a 4-year college, with its unique emphasis on natural resources and recreation, creates a “college town” atmosphere and enhances activities in the town.
- Increased cultural and community events in the appropriate centers. Arts and culture should figure prominently in the future growth of the Village.

A. Strategic Vision - Economy, Arts and Culture, Education

Economy, art and culture, and education seem, at first glance, an unrelated set of concerns, but in the local perspective of Ruidoso, these are perceived as intimately linked. Currently, the majority of the village’s economy is tourism based. The community vision is that **tourism** will remain the primary economic focus well into the future.

Ruidoso’s two main attractions for tourists are outdoor recreational opportunities, and arts and cultural events. In order to stay competitive in the tourism market, future issues goals identified by the participants during the Comprehensive Plan 2020 process included: increasing the diversity of the recreational activities, in particular bicycling venues, supporting and expanding **arts and cultural** venues and events, and increasing visitations during the low seasons in the spring and fall, and improving visitor services for transportation, lodging and events.

Although the **tourism economy** is the focus, there is also to be a strong continual effort to diversify the economic base so that it is less reliant on a single industry. Emerging local industries that were identified for support by participants in the **Comprehensive Plan 2020** included: forest wastes bio-energy generation, local businesses that use digital and other newer technologies to provide services on a global and national basis, arts based industries, and natural resource management. Creating appropriate locations, incentives and supports for existing and new local businesses is vital to maintaining the Village’s economic position in the local region and to maintaining the fiscal health of the community.

The Arts are envisioned to be major component of the economic development of Ruidoso. Art production and sales are industries that are to be encouraged and fostered. A wide variety of art forms-- drawings, paintings, sculpture, writing, performance, film, music, etc. --should be encouraged and provided venues. The Village’s support of the arts is to be inclusive and provide appropriate opportunities for amateurs to renown international artists. In addition to providing the a rich cultural environment for future Ruidosoans, the production, display/proformance, and marketing of art and culture will be supported and fostered as economic development in support of a diverse future economy.

The Arts and Culture events also are a powerful tourist attractant for Ruidoso. It is envisioned that the development of successful arts and cultural events will continue and will be planned to help increase tourist visitation during low tourist seasons. This is would increase the overall

tourism market and better utilize the existing tourism services. By increasing the year-around market for tourism related businesses, those business can be more viable economically. A range of entertainment and cultural activities for locals as well tourists are to be encouraged and provided locations to develop.

Education was considered by the **Comprehensive Plan 2020** participants as fundamental to growing the diverse economy. Ruidosoans believe that the current school system is a good system, and they want to continue that commitment to a high quality education program. Providing opportunities for younger residents to learn advanced education and business development skills that would allow them to grow their own businesses and encourages them to stay in the community, is seen as a curcial component to this endeavor. As the population of the village ages, life-long learning is a lifestyle desire that will influence who chooses to live in Ruidoso in the future and the vision is to promote that opporrtnuity.

Goal 12.0 A more vital, diverse economy that expands employment and business opportunities for all segments of the population and provides greater support for local businesses.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	12.1	<u>Make better use of existing Village assets to support economic development.</u>	<ul style="list-style-type: none"> GIS Database Management Economic Development Strategic Plan Asset Replacement Fund 	VEB	VEB VPZ	VBG RVCC
	12.2	<u>Establish a program to proactively retain and recruit desirable businesses that will prosper in the Village</u>	<ul style="list-style-type: none"> Economic Development Strategic Plan Fiscal and Social Impact Assessment 	VLB	VEB VPL	VBG RVCC
	12.3	<u>Increase business management education and workforce training opportunities</u>	<ul style="list-style-type: none"> Economic Development Strategic Plan Fiscal and Social Impact Assessment Regional Cooperation 	VLB	VEB VSP	VBG RVCC ENMU RMSD

Goal 13.0 Promote arts, culture and recreation within the Village.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	13.1	<u>Increase cultural and community events in the appropriate places in the Village</u> <ul style="list-style-type: none"> The Village, the Chamber of Commerce, and Visitors Board should work together to create a specific marketing plan that identifies venues and existing activities. 	<ul style="list-style-type: none"> Capital Improvement Programs Development Regulations (Zoning) Economic Development Strategic Plan Specific Plans Fiscal & Social Impact Assessments 	VEB VLB	VSP	VCG, AAG VCG, VBG ARA
	13.2	<u>Support and develop more outdoor events</u>	<ul style="list-style-type: none"> Annual Budget Grant Funds 	VEB VLB	VSP	VCG, AAG, VCG, VBG, ARA
	13.3	<u>Support and develop art opportunities with the Public Schools and Community Foundations</u>	<ul style="list-style-type: none"> Annual Budget Grant Funds 	VEB VLB	VSP	VCG, AAG, VCG, VBG, ARA, RISD
	13.4	<u>Encourage and develop new performance venues in Midtown</u> <ul style="list-style-type: none"> Develop a Midtown park that includes a performance space. Develop and encourage arts, cultural and recreational development and opportunities within the Village. 	<ul style="list-style-type: none"> Development Regulations (Zoning) Special Districts - Specific Plan Design Guidelines 	VEB VLB	VSP	VCG, AAG, VCG, VBG, ARA, MMA RVCC

Goal 14.0 Quality schools that serve all students.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	14.1	<u>Ensure educational opportunities are available for lifelong learning and vocational (work-force) development</u>	<ul style="list-style-type: none"> Regional Cooperation with schools 	VEB	VSP	ENMU RISD
	14.2	<u>Establish ways to measure retention rates, number of classes, diversity of class offerings, number of schools, number of classes, and successful school testing performance criteria</u>	<ul style="list-style-type: none"> Regional Cooperation with schools 	VEB	VSP	ENMU RISD
	14.3	<u>Maintain and enhance the educational emphasis on natural resources and recreation ndustry.</u>	<ul style="list-style-type: none"> Regional Cooperation with schools 	VEB	VSP	ENMU RISD

REGIONAL ISSUES

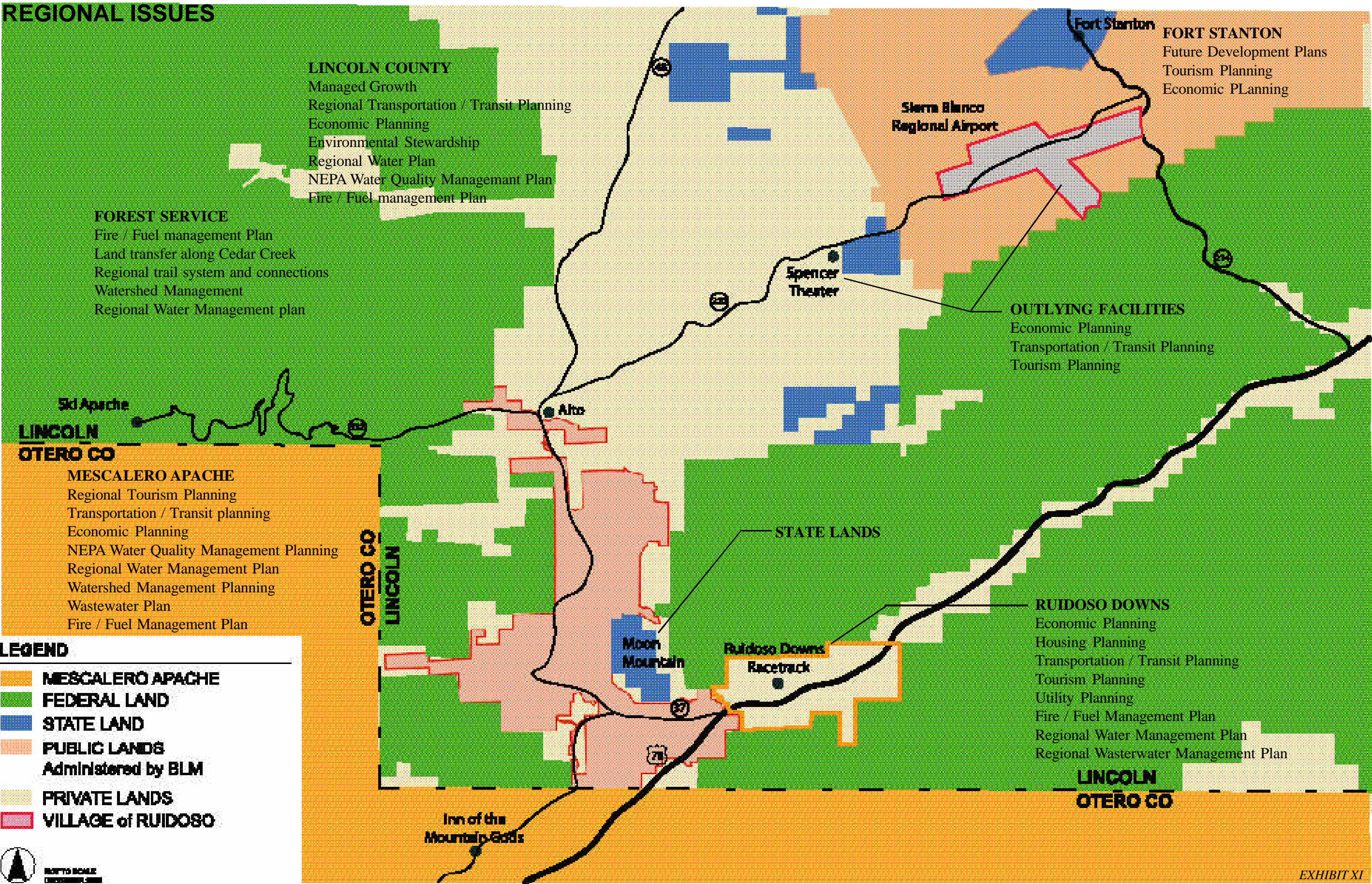


EXHIBIT XI

IX. Regional Cooperation

Ruidoso 2004 - Regional Cooperation Needs

Riodoso shares a number of critical concerns with its neighboring jurisdictions. Issues include: potable water resources, wastewater water treatment, economic healthy, forest fire management, water quality within the water-shed, and work force housing. None of the entities can solve these issues alone. The participants in the Comprehensive Plan 2020 process identified the following goal for Regional Cooperation.

- Enhanced mutual cooperation with other local jurisdictions, particularly the City of Ruidoso Downs, Alto, the Mescalero Apache tribe, and Lincoln County.

A. Strategic Vision

The Village of Ruidoso will continue its involvement and leadership role with on-going liaison groups that work to tackle large regional issues such as transportation, transit, affordable housing, water, water-shed management, energy production, economic development, tourism enhancement, and natural land management.

The Village has successfully lead regional planning efforts in a positive and collaborative fashion. A model is the regional urban wildlife fire and fuel management plan. The Village is to build on this model to continue to create a strong foundation for unified regional planning and action on the many critical issues that face the region.

In particular, regional water resources, wastewater treatment, and water quality planning are high priorities as solutions are needed for the Village to sustain future growth and development. Success on each issue is intrinsically tied to actions that involve Ruidoso’s neighboring jurisdictions. Thus, Ruidoso proactively help to create the venues for productive, collaborative joint planning with its regional partners. The focus will be to build the bridges for discussion and action before a crisis

- occurs.
- Other other regional cooperation priorities that the participants of the Comprehensive Plan 2020 had for the village are:
- A regional workforce housing strategy. The plan would include development of alternative transportation opportunities to reduce the impacts of commute traffic on the regional road systems.
 - A regional economic plan to support the overall economic health of the region. Collaborative tourism marketing, forest industries, collaborative economic development marketing initiatives, and recreational development are opportunities to be focused on.
 - A regional transportation plan to create the roads and transportation systems to support future population, economic, and multi-modal transportation needs. An emphasis on alternative modes of transportation is desired to reduce the need to increase road widths within the Village and to help retain the rural character of the Village and the region.

Goal 15.0 Enhanced mutual cooperation with other local jurisdictions, particularly the City of Ruidoso Downs, Alto, the Mescalero Apache tribe, and Lincoln County.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	15.1	Create liaisons with each adjacent jurisdiction	<ul style="list-style-type: none">Regional Cooperation	VLB	VEB	Regional Agencies
	15.2	Take the lead to develop on-going shared projects that will build cooperation. Focus on regional issues such as water, watershed management, fire, recreation, youth, and health.	<ul style="list-style-type: none">Annual BudgetFiscal and Social Impact AssessmentsRegional CooperationImpact FeeGIS Data Base ManagementStormwater Management Plan	VLB	VEB	Regional Agencies Federal Agencies Regional Agencies
	15.3	Support outlying communities that provide workforce to Ruidoso	<ul style="list-style-type: none">Regional CooperationGrant FundsEconomic Development Strategic PlanRegional Transit Service Plan	VLB	VEB	Regional Agencies

HOUSING and HISTORY PLAN - 2020

HISTORIC STRUCTURES

Inventory and record historic structures,, such as old mill, to protect character and qualities of old Ruidoso.

HISTORIC MAINSTREET

Protect historic Midtown retail commercial area and encourage second story residential uses.

UPPER CANYON

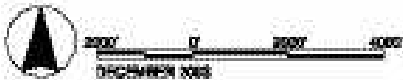
Protect historic cabin characteristics in Upper Canyon and encourage similar infill development in the future and redevelopment of dilapidated structures.

MIDTOWN HISTORIC NEIGHBORHOOD

Protect historic grid characteristics and scale of neighborhoods south of Midtown.

LEGEND

- HISTORICAL DISTRICTS
- MIDTOWN HISTORIC DISTRICT
- VILLAGE and NEIGHBORHOOD CENTERS
- VILLAGE of RUIDOSO BOUNDARY



VILLAGE and NEIGHBORHOOD CENTERS
DIVERSE HOUSING

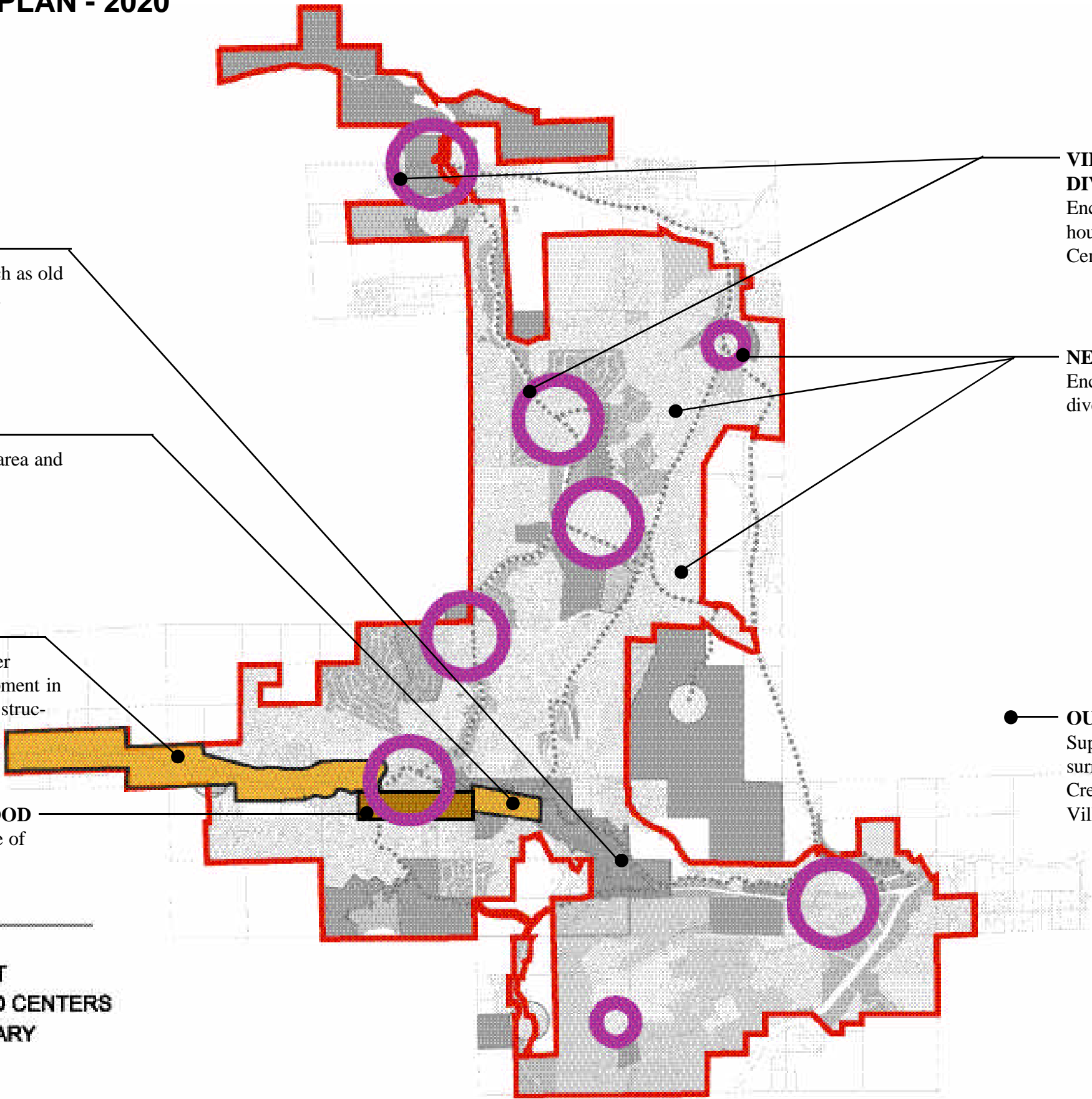
Encourage diverse mix of ranges and sizes of housing within and near Village and Neighborhood Centers.

NEIGHBORHOOD HOUSING DIVERSITY

Encourage within all neighborhoods greater housing diversity and density.

OUTSIDE the VILLAGE of RUIDOSO

Support creation of workforce housing diversity in surrounding areas in County and Ruidoso Downs. Create transit connections to workforce housing and Village.



X. Housing and History

Ruidoso 2004 - Housing and History

Trends for Ruidoso are that housing will become more expensive and less available. By 2020, approximately 6,780 additional homes will be needed. Under current zoning, existing undeveloped lots would only accommodate approximately 3,750 homes. When housing becomes less available and less affordable, communities find that young people, seniors, small business owners, and workers are often displaced. Businesses that service local citizens lose their market base. Communities become less diverse and often less sustainable.

Many homes in Ruidoso are mobile homes originally intended as low cost vacation homes. Prior development practices allowed these homes to be poorly sited and installed in ways that are causing erosion and environmental problems for the Village.

Ruidoso has an authentic architectural history in Midtown and the upper canyon area. Historic structures such as the Old Mill house on East Sudderth are not formally recognized as historic. Due to lack of recognition, the history of Ruidoso is vulnerable to being lost.

Participants in the **Comprehensive Plan 2020** determined these visions for future housing in Ruidoso.

- Housing that is affordable by the full range of the population of the Village. This would include incentives to remodel, replace or remove poor quality existing housing.
- Assisted living for senior citizens.
- Preservation of the Village’s historic roots.

A. Strategic Vision - Housing and History

Ruidosoan want a future with a **diverse range of quality housing** for young people, seniors and the work force of Ruidoso to live within the village.

Resort communities deal with two realities related to housing. Newer residents are attracted by the amenities of the community and will pay more for housing to live in the community, which pushes housing cost higher. Long-term residents such as elders and young people growing up in the community frequently have lower incomes and cannot afford the resulting higher housing costs. This squeezing out of senior citizens and youth does not seem crucial--except that communities lose their history and their future when those two populations leave. They are also often the harbingers of circumstances for workers and small local business owners. Thus, most communities fight hard to make a place for those populations as part of being a complete community. Ruidosoans during the Comprehensive Plan 2020 identified this issue as their primary housing concern for the future.

The Village will implement zoning and development standard changes that support or require **residential housing within and adjacent to mixed-use centers**. Flexibility and incentives to develop currently vacant parcels within neighborhood planning areas toward well-designed housing of greater density and variety will be incorporated into Village zoning and development standards.

A Village housing goal is **redevelopment of aging mobile homes areas** toward permanent housing. Mobile homes ages quickly and do not build long-term financial assets for their owners. Yet, this is the most affordable housing within the Village. The Village will plan for the long-term redevelopment of these neighborhoods so that families currently living in the existing homes can afford to live in the redeveloped neighborhood.

Ruidosoan also acknowledge that Ruidoso’s future need for workforce housing will not all be met within its village boundaries. The Village will work with **adjacent communities to plan for development of workforce housing** that supports both communities. The Village will collaborate, plan, and support the development of regional transit to reduce traffic impacts due to worker commutes and look to design that system to support businesses in the village and surrounding communities.

The Village will support opportunities for assisted living for senior

citizens. Assisted living is to be located near neighborhood and medical centers to allow seniors to access community service easily.

The Village will **protect the historic character of the Midtown and upper canyon road areas** in ways that preserve the qualities of the areas while allowing for change. Design guidelines specific to each location will be developed. An inventory of historic structures and landscapes within the Village will be compiled. The design guidelines for each area will look to the historic inventory to identify salient characteristic related to styles, materials and colors, street orientations, that can be examples for future development.

The Village will investigate the need for and potential for a **historic museum** to help preserve the voices and images of the past for future Ruidosoans.

Goal 16.0

Housing that is affordable by the full range of the population of the Village

	OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
16.1	<u>Develop incentives to remodel, replace or remove existing housing</u> <ul style="list-style-type: none">Incentives could include: Housing grants, subsidies, energy / weatherproof upgrades, and code requirements.	<ul style="list-style-type: none">Development Standards GuidelinesHousing ProgramDevelopment IncentivesDevelopment RegulationsGrant FundsDevelopment Review	VLB VPZ	VEB VSP	RBR VCG LCHA
16.2	<u>Develop criteria to define affordability for the Village and in the surrounding communities</u> <ul style="list-style-type: none">A housing program should include workforce housing criteria.	<ul style="list-style-type: none">Housing ProgramRegional Cooperation	VLB VPZ	VEB VSP	RBR VCG LCHA
16.3	<u>Explore options that will provide affordable housing, such as residences over offices (mixed-use), “granny flat” additional units in residential areas</u> <ul style="list-style-type: none">Zoning codes should tiedensity bonuses to performance, and and allow encourage a variety of housing types.	<ul style="list-style-type: none">Catalytic DevelopmentDevelopment RegulationsDevelopment ReviewDevelopment IncentivesDesign Guidelines	VLB VPZ	VEB VPL	RBR VCG LCHA
16.4	<u>Develop standards for amount of affordable housing to be provided for every conventional home built.</u> <ul style="list-style-type: none">The Village should develop measuring and monitoring criteria for affordable housing and its distribution in the Village.	<ul style="list-style-type: none">Development IncentivesDevelopment RegulationsHousing Program	VLB VPZ	VEB VPL	RBR VCG LCHA
16.5	<u>Locate affordable housing throughout the Village. Do not locate affordable housing in enclave parts of the Village</u> <ul style="list-style-type: none">The revised zoning code should identify neighborhood areas and centers for housing diversity and densification. Once those areas are identified, the zoning code should encourage and require multiple types of housing and describe the diversity of housing desired in each area and center.	<ul style="list-style-type: none">Development IncentivesDevelopment RegulationsDevelopment ReviewHousing Program	VLB VPZ	VEB VPL	RBR VCG LCHA

Goal 17.0 Assisted living for seniors.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	17.1	<u>Tie transportation and other senior services to assisted and senior living. Provide more assisted living opportunities in the Village. Identify medium and large land tracts for possible senior uses.</u> <ul style="list-style-type: none">Village Center zoning should create locations for senior services and housing and be linked to transit options.The Housing Program should identify the need, create incentives, and identify potential housing providers.	<ul style="list-style-type: none">Master Transportation PlanNeighborhood Traffic ManagementHousing ProgramDevelopment RegulationsCatalytic DevelopmentDevelopment IncentivesDevelopment Regulations	VEB	RSCD VPL	VCG HSG VSP

Goal 18.0 Preservation of the Village’s historic roots.		OBJECTIVES	POLICIES AND PROGRAMS	APPROVAL	LEAD DEPT.	PARTNERS
	18.1	<u>Create a historic district boundary</u> <ul style="list-style-type: none">The Village should establish a citizens committee to identify specific areas of concern and research the criteria for creating a historical district.	<ul style="list-style-type: none">Development RegulationsSpecial DistrictsDevelopment ReviewHistorical Inventory	VPZ VLB	VEB VPL	HS, VCG
	18.2	<u>Educate the public and the development community to the value of historic/archaeological resources</u>	<ul style="list-style-type: none">Historical Inventory and Designation	VEB	VSP	HS, VCG
	18.3	<u>Inventory and establish the protection mechanisms for log cabins, old structures, casino, restaurants, and underground tunnels (1920s), and historic landscapes</u>	<ul style="list-style-type: none">Development RegulationsDevelopment ReviewHistorical Inventory and Designation	VPZ VLB	VEB VSP	HS, VCG
	18.4	<u>Identify a list of potential candidates for the National Register of Historic Places and New Mexico State Monuments</u>	<ul style="list-style-type: none">Historical Inventory and Designation	VEB	VSP	HS, VCG

XI. Implementation Programs and Policies

A. Fiscal Management

ANNUAL BUDGET

The Village’s Annual Budget should provide adequate funds for public facilities and services. The Annual Budget should place a high priority on sewer and water line maintenance and replacement, as well as new connections to Village residents that do not have service. In addition, it should place police and fire services as a priority, as well as the inspection and maintenance for safety of public facilities. The budget is a series of goals with a price attached that can then be used to prioritize the goals for the Village. Problems as a result of deferred maintenance should be addressed through the Annual Budget.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) is a compilation of the improvement projects planned for construction over the next five years. The CIP outlines cost estimates, phasing and financing for proposed projects. The Village should review the CIP annually to ensure current and future opportunities to achieve the Comprehensive Plan’s goals are included in the program. The CIP can also link future development to service needs, thus providing the Village a mechanism for preventing inappropriate development or phasing for appropriate development.

GRANT FUNDS

The Village should determine whether grant funds are available from federal, state and/or private sources for economic development projects. In addition, the Village should recognize the value of supporting and finding grant funds for indirectly related economic development incentives such as environmental (river) protection and restoration, parks and recreation improvements, and preparation of design guidelines to enhance community character.

IMPACT FEES

Although The Village currently has an impact fee ordinance, under the requirements of the New Mexico statutes, to fund new and/or expanded capital improvements, this ordinance should be reviewed on a semi-annual basis for updates. Development items such as water and wastewater facilities, roads and trails, fire and police buildings, and parks required to serve new residents and employees in the Village, are all areas where impact fees can help to finance needed improvements. Impact fees should be used in the context of community-wide plans and programs for financing public facilities and services, and ensure the adequacy of public facilities to serve future development. Impact fees must be updated at least every five years per state mandate, with continuing evaluation of the effects and process.

ASSET REPLACEMENT FUND

The Village should create an asset replacement fund to ensure that Village facilities are brought up and/or maintained to current code specifications. Funding could include general fund reserves, state grants for upgrades, and voter approved special taxes. In addition, the Village should make annual contributions to the asset replacement fund equal to between 3 and 5 percent of the total replacement cost of all major civic facilities so that they can be rebuilt or significantly renovated within 20 to 30 years.

B. Land Use and Zoning

DEVELOPMENT REGULATIONS (ZONING CODE REVISION AND CONSISTENCY)

The Village should coordinate economic development goals with the goals of other planning elements such as transportation and land use. The Village’s development regulations should reflect this integrated approach to planning, ensuring all new development has a beneficial influence on the quality of life, including economic opportunities for the community. The Village should incorporate into the zoning ordinance those provisions that will require each new project to provide sidewalks and other amenities for pedestrians as a means to improve walkability as well as the safety, general appeal and aesthetics of the community. The zoning ordinance should also develop a new code for mixed use centers that require a mix of land uses and a minimum residential density. The Village should consider Corridor Districts and overlay districts in its zoning ordinance. Corridor Districts would serve to ensure desirable development and promote quality community design along important routes like Mecham and Sudderth. Overlay districts would serve to promote mixed centers development in key areas such as Midtown. The Village can also ensure appropriate development by including development standards in its zoning ordinance. Such development standards could include, but are not limited to:

- Grading – regulating development on slopes
- Preservation of natural vegetation
- Landscaping requirements
- Internal circulation, parking, and access
- Street engineering standards

- Setbacks and buffer areas
- Noise, air quality, vibration, and odor standards
- Hazardous materials standards
- Signage
- Drainage
- Transfer of Development rights – to encourage density in appropriate locations

DEVELOPMENT INCENTIVES

Offering development incentives to property owners and developers can help to achieve quality design and development for a community. Development incentives can be in the form of density and development intensity bonuses, and/or lessening of development regulations (i.e. reductions in parking requirements, height restrictions, setbacks, etc.) in exchange for the development of community features or amenities that assist in achieving the Village’s overall community design and quality of life goals. Features could include creative design of off-street parking, enhancements to public facilities, and/or environmental benefits, such as river restoration, or other similar benefits to the community.

SPECIAL DISTRICTS – NEIGHBORHOOD PLANS

In order to achieve the goal of mixed use centers the Village needs to work with property owners in order to form special districts to assist in financing desired area improvements such as street lighting, open space, landscaping improvements, and other streetscape enhancements. Special Districts could include areas like the Midtown area. These important areas should defined as Special Districts and Specific Plans should be developed for these districts. Additional examples of special districts that the Village could use to aid in achieving its goals include open space districts, hotel/motel districts, planned development districts (Village Centers), transit impact districts, historic preservation districts, and highway commercial districts.

DEVELOPMENT REVIEW

Updating the development review process for the Village could mandate reference to the Comprehensive Plan in order to prevent deleterious growth and guide future growth to fit with the Strategic Vision. The development review process includes discretionary review by the Planning and Zoning Commission based on the goals and policies outlined in

the Comprehensive Plan, as well as criteria established by the Village’s zoning and subdivision ordinances, and other Village regulations and adopted guidelines. Development review also includes administrative review of projects to verify compliance with regional, state and federal laws and policies, and standards set by the Village through adoption of building and fire codes, engineering standards, impact fees, and other such regulations and ordinances. Development review should also be used to assess the impact for new development on the demand for transportation and parking improvements both on- and off-site, to implement mitigation measures and other mechanisms to help finance needed transportation improvements throughout the Village.

DEVELOPMENT STANDARDS AND GUIDELINES

A new comprehensive set of design guidelines for development and renovations tied to the Village’s development regulations can greatly aid the Village in creating a more positive physical environment. The guidelines could instruct developers on everything from landscape requirements to parking to signage. The Village could then manage growth to protect the environment, beautify the streetscapes, and protect the character of the Village.

SPECIFIC PLANS

Though the *Comprehensive Plan* is important in informing the development of areas village wide, key areas of the Village need to be planned in more detail than can be done in the *Comprehensive Plan*. Areas within the Village that could be considered for a specific plan include the Midtown district. A specific plan can inform the character of development and integrate land use, design, transportation, utilities and other elements into a 20-year action strategy for key areas within the Village. In so doing, specific plans will assist in implementing the overall goals and policies of the citywide *Comprehensive Plan*. Each Neighborhood planning area needs to be evaluated in context of a prioritized time frame to complete specific plans.

GIS DATA BASE MANAGEMENT

A GIS database is an effective tool for managing many complex sets of Village information. How the database is managed can effect the speed at which infrastructure needs, land use decisions, and open space requirements are evaluated. The Village is ensuring an inventory with accurate records of existing infrastructure and this information could be tied to infrastructure costs as well. Information on land use, and environmental constraints and conditions is not currently maintained through a GIS data base and mapping system. Integrating the existing database

with land use and environmental information can be a powerful tool for the Village planning staff.
The system should be used to:

- Map existing infrastructure lines.
- Assist in developing a maintenance and replacement schedule.
- Provide accurate, reliable, and readily accessible information on current infrastructure conditions.
- Assist in determining future infrastructure needs for the community.
- Map future infrastructure lines.
- Map current and future zoning districts, overlays, and approved developments.
- Map areas of environmental concern tied to development regulations, i.e. steep slopes, watershed protection zones, FEMA flood zones, view corridors.

DESIGN GUIDELINES

Design guidelines are a tool for ensuring that development is appropriate to the area and that it functions well for the community. Design guidelines can help to ensure that new development maintains and enhances aesthetic quality and character of the community. The development of high quality buildings with strong aesthetic character reflective of the unique Ruidoso community character can encourage new businesses (and their employees) to locate in the Village and, in turn, foster the local economy.

C. Transportation

MASTER TRANSPORTATION PLAN

A master transportation plan needs to be created and adopted to assist the Village in allocation of future capital improvements, prioritizing road projects, new road development, and existing road upgrades. The Master Transportation Plan would also focus transportation initiatives that mesh with the Comprehensive Plan. Elements that support a master transportation plan, but are different studies and analysis include, but are not limited to:

TRAFFIC IMPACT FEE

The Village could initiate a traffic impact fee study as part of the overall impact fee review to help determine if it would be beneficial to establish impact fees on development projects to fund transportation and street improvements. Such a fee could be in-lieu of off-site mitigation requirements but would not replace the developer’s responsibility for on-site requirements (such as street frontage). A traffic impact fee could be used to fund roadway extensions, intersection improvements, safety improvements, or improvements and amenities to pedestrian, bicycle and / or transit facilities. As part of the regular review process of impact fees, the need for traffic impact fees should be evaluated.

TRAFFIC IMPACT ANALYSIS

Require all prospective project proponent to conduct a traffic impact analysis for all projects that would produce over 100 vehicle trips daily. Ensure the analysis identifies the specific impacts to existing and future transportation conditions and outlines measures required to mitigate on-site and off-site impacts of the development project.

PAVEMENT MANAGEMENT PLAN

Establish and maintain a systematic pavement program for the repair and construction of streets throughout the Village. Ensure this Pavement Management Plan is included in the Village’s Capital Improvement Program. Including maintenance and improvement of sidewalks and bicycle and pedestrian paths, as well as signage as part of the overall Pavement Management Plan that will aid in enhancing the Village’s physical character and walkability.

STREETSCAPE IMPROVEMENT PLAN

This plan should identify and prioritize streets within the Village that do not currently fit the Comprehensive Plan’s Strategic vision. With the plan and design guidelines working in conjunction, new development and renovations would have to create pedestrian friendly and environmentally responsible streetscapes.

MASTER PEDESTRIAN, BIKEWAY AND RECREATION TRAILS PLAN

The creation of a Master Pedestrian, Bikeway and Recreation Trails Plan that identifies new roads and improvements to existing roads and/or right-of-ways necessary to incorporate facilities for pedestrians and bicyclists that would serve an interconnected trail system throughout the community is directly linked to goals stated in the Comprehensive Plan. The first phase of this Master Plan should identify existing corridors that have the highest potential to be successful pedestrian-oriented environments as well as those corridors that have the highest potential to be successful bike routes and identify specific implementation measures to

undertake required improvements. In addition, the Village should identify paths for future recreational corridors to be enjoyed by pedestrians, bikers, and equestrians per the Trails and Roads map in the Comprehensive Plan. Ultimately, a Master Pedestrian, Bikeway and Recreation Trails Plan can compliment efforts to revitalize areas of the Village.

NEIGHBORHOOD TRAFFIC MANAGEMENT PROGRAM

A Neighborhood Traffic Management Program (NTMP) that is administered by Village staff but focuses on actively involving residents in identifying and addressing traffic issues in their neighborhood leads to enhanced public participation and management of discrete issues related to neighborhood planning areas. Each participating neighborhood should receive a NTMP handbook (prepared by Village staff) that outlines research and methods required to address local transportation issues, such as the type of traffic data that should be collected; examples of traffic calming measures; prioritization methodology; and funding mechanisms. Ensure involved citizens are provided with a standard decision making process and action planning principles that enables them to evaluate the benefits and trade-offs of proposed solutions.

STREETSCAPE DESIGN GUIDELINES

Categorization of the Village’s streets into types (i.e. residential street; commercial main street; boulevard; drive) clarifies development guidelines for each street type. Guidelines need to enhance the pedestrian and bicycle realm of the street as well as address safety, general appeal and aesthetics for each category of street identified. Ultimately, the goal is to recognize and promote streets as important components of the Village’s public realm.

STRATEGIC TRANSIT SERVICE PLAN

Developing a Strategic Transit Service Plan (STSP) that identifies opportunities for improved transit service, including increasing the frequency, level of service, and the number of transit routes, as well as establishing future corridors for fixed route service within and around the Village is the first step in creating functional and expandable transit services. Ensure the STSP promotes efforts to increase transit ridership region-wide as a means to reduce traffic congestion within the Village and throughout the region. The STSP should recognize and identify opportunities to collaborate with regional and state transit initiatives.

PARKING MANAGEMENT PLAN

Identifying commercial areas with current parking shortages and providing an analysis of long term parking needs in commercial areas and the Midtown district will ensure that appropriate parking will be provided. A

parking management plan would address current and future shortages, encourage on street parking where feasible and investigate the development of shared public parking facilities and opportunities. The plan needs to identify locations where the Village can capitalize on funding opportunities such as in-lieu development project fees for public parking areas as well as Village redevelopment funding.

PARKING REGULATIONS

Specific maximum and minimum parking ratios for development projects and encouraged shared or joint parking for compatible non-residential uses can be outlined in a revised set of parking regulations. Creating a stronger pedestrian realm along street fronts by encouraging developers to locate parking lots at the rear or sides of buildings can also be a part of the parking regulations.

D. Housing and Economy

REGIONAL COOPERATION

Building upon the successful fuel management initiative, collaborating with the adjacent jurisdictions and developing venues for the coordination of issues affecting the region can help the Village achieve far reaching goals that extend beyond the Village boundary. Working closely with applicable agencies and organizations ensures that projects meet the Village’s interests and ultimately offer positive community design and environmental conservation and protection solutions both on a local and regional scale.

FISCAL & SOCIAL IMPACT ASSESSMENTS

The development of fiscal and social impact assessment processes that would identify the economic and fiscal as well as social impacts of new land use & community design development projects facilitates in reviewing projects for their adherence to the Comprehensive Plan. The process should establish thresholds for the size and character of the development that triggers the assessment. Ultimately fiscal and social impact assessments should evaluate the benefit of the new development in terms of land use and economic development as well as the infrastructure and public service costs (including impact on schools, hospital, police, fire service, recreation, parks and other such public services and facilities).

HOUSING PROGRAM

A housing program that consists of the goals, policies, and implementation measures outlined in the Comprehensive Plan will outline a direction for funding and development review of future housing projects for consistency with the Comprehensive Plan. The housing program should monitor progress toward achieving goals to ensure that suitable land and

incentives are available. The housing program should explore and identify work force housing options available to the Village.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

An Economic Development Strategic Plan should provide strategies for retaining and attracting appropriate business and industry to the area to ultimately facilitate economic growth and stability in the community. To assist in the development and implementation of the plan, the Village should consider hiring an economic development professional(s). This Village employee(s) should work with the Economic Development Board, local businesses and business organizations to promote the plan and actively market the Village as a location for desirable types of businesses and industry. The Economic Development Strategic Plan should include the following components

- **Business Development and Retention Program.** This program would focus on technical and financial assistance programs for new businesses, land assembly for sale to larger developers, and stream lined permitting for desirable developments.
- **Retail/Business Promotion and Marketing Program.** This program would coordinate the promotion of Ruidoso’s businesses throughout the community, region and beyond.
- **Tourism Program.** This program would focus on the promotion of Ruidoso as a unique visitor’s destination through the development of authentic cultural programs and events that celebrate the Village’s cultural history, arts and crafts, and traditions.

HISTORICAL INVENTORY AND DESIGNATION

Working with local, civic, and state organizations to develop an inventory of structures or sites that may have architectural, historical, archeological or cultural significance to the community is the first step in protecting the valuable historical character of the Village. This inventory is needed to evaluate the appropriateness of developing a historical district and could be used as tool to provide rationalization for the procurement of grant funds for restoration and protection. This list should have wide public distribution to enable residents to appreciate their history and should be made available to decision makers.

CATALYTIC DEVELOPMENT

An extremely capable development team must kick off the Midtown revitalization process by providing a highly visible, successful development that will serve as a model and catalyst for future development in the Midtown area. This catalytic developer role should be defined through specific agreements between the Village and the developer that

establish mutual responsibilities and opportunities of the parties. The Private/Public partners should ensure strong market research has been conducted in advance, as this will be the basis by which the developer will measure financial risk and achievable goals. A successful catalytic development can lead to future impetus for redevelopment within other designated Village Centers.

E. Environment

PARKS AND OPEN SPACE PLAN

Through the development of a Parks and Open Space Plan, the Village could review parks and open space opportunities and establish priorities for acquisition and level of service decisions by the Village.

The open space portion of the plan should give high priority for open space designation to biologically sensitive and visually prominent lands that seem most at risk from development. The plan should outline an inventory of unique natural areas, important wildlife habitats, and areas suitable for nature study, particularly near schools. The plan should identify which portions of open space areas can be made accessible to the public and which portions should be made off limits to protect the natural features of the area. The following means should be considered for preserving open space resources:

- Require permanent dedication of open space areas with high habitat visual, recreational or archeological values as a condition of development. These lands should be owned and maintained by homeowner associations unless they are appropriate for use as trails or other public-access use.
- Use visual or public-access easements and building setbacks to protect space resources while allowing development on private parcels.
- Encourage development to be compact and clustered in order to protect areas with high open space values.
- Encourage grants and donations of undeveloped property with high open space values from private individuals or organizations.
- Encourage private, non-profit and other public agencies to acquire and maintain undeveloped land for open space preservation. These methods are preferred over the use of Village funds.
- Moon Mountain should remain as a valuable open space component of the overall Ruidoso Parks and Open Space Plan.

The parks portion of the plan would develop a system for evaluating a base level of service for the residents of the Village. By establishing the base, future decisions for investment can be evaluated against the base

and the desired level of service. In addition, specific actions that could encourage more park development include: establishing a park zoning category, establishing park land set asides for new development and redevelopment within specific planning areas, and the creation of a park advisory board.

BEAUTIFICATION PROGRAM

A beautification program promotes good design and quality spaces citywide. A Village beautification program should encourage citizen participation and should be built upon a public/private partnership. Ideally, beautification programs are sponsored jointly by the city government and local civic organizations and as such serve to promote civic pride while enhancing the physical appearance of the community. Beautification programs can include design awards to recognize private sector for quality architecture and/or landscape design. Such programs can include landscape planning projects such as garden improvements, street tree programs, or public art projects at key locales throughout the Village. Programs may also include the development of public scenic turnouts, rest stops, and overlooks to take advantage of views and vistas of the Village and surrounding mountains.

ENVIRONMENTAL EDUCATION PROGRAMS

Establish public information / education programs to enhance public knowledge about environmental protection and conservation measures. The Village should encourage and support expansion of the existing ENMSU programs to include environmental management degrees in the future.

INTEGRATED STORMWATER MANAGEMENT PLAN (ISMP)

In addition to conveying the infrequent, large storm events, the Village’s stormwater systems can and should be designed to infiltrate all small events and/or re-use stormwater as a resource within the system’s watershed. As a means to address stormwater management issues, the Village should focus on an integrated approach to stormwater management and prepare an *Integrated Stormwater Management Plan* (ISMP) to address stormwater drainage in the Village. An *Integrated Stormwater Management Plan* (ISMP) for the Village should be based on five guiding principles:

1. Recognize stormwater as a resource.
2. Design for the complete spectrum of rainfall events.
3. Act on a priority basis in at-risk drainage catchments.
4. Plan for stormwater at the regional, watershed, neighborhood and site scale.
5. Test solutions and reduce costs through adaptive management.

Integrated stormwater management planning and design solutions for the Village should include conventional, detention, infiltration and re-use approaches for rainfall capture, runoff control and flood risk management. An integrated stormwater approach is based on a common sense with effective and affordable means to address current and future stormwater issues.

WATER QUALITY STRATEGIES

Implement habitat protection programs and evaluate proposed projects for potential water quality impacts that may require sediment basins as part of grading activities, grease/oil traps where concentrations of such pollutants are anticipated, or other measures. In coordination with Mescalero Apache and Ruidoso Downs continue to implement measures for water quality protection.

XII. Making it Happen

A. Zoning Ordinance and Subdivision Consistency

To implement the Plan’s goals and policies, the Village’s zoning ordinance should be consistent with the goals and policies outlined in the *Comprehensive Plan*. The zoning ordinance should be reviewed upon adoption of the Plan to ensure consistency. Generally, the zoning ordinance can be more prescriptive and restrictive than the *Comprehensive Plan*, but should not allow significant deviation from the type or intensity of development that is outlined in the Plan. The Zoning Ordinance and Zoning Map are parcel-specific statements of how land may be used in the Village. These regulatory tools provide specific conditions the Village will impose to ensure desired development for the community. As noted above, the Village’s zoning ordinance and zoning map should be consistent with the policy framework of the *Comprehensive Plan* and the Plan’s land use map in order to take full advantage of the *Comprehensive Plan*. It is important to note that the Plan and its land use map are neither precise nor parcel-specific. The Plan and land use map do not show detailed land use distinctions and, in many cases, do not reflect the existing use of the land. Zoning, which is mapped on a parcel-specific basis, should not be confused with the *Comprehensive Plan* and/or its land use map. Consistency means that various land uses authorized by the zoning ordinance, and the distribution of these permitted land uses, must serve to implement the goals and policies of the *Comprehensive Plan*. Specific zoning ordinance districts should correspond with the land use designations in the *Comprehensive Plan*. Just as important, the policies in the *Comprehensive Plan* should be used when making discretionary decisions called for in the Zoning Ordinance.

B. Capital Improvement Programs

A Capital Improvement Program (CIP) is a description, by year, of all public works projects recommended for study, design, or construction in the immediate future. This list should be consistent with the *Comprehensive Plan* in order to ensure that public monies are spent in an efficient manner and in a way that leads to implementation of the goals of the Plan. The importance of ensuring that the CIP is consistent with the *Comprehensive Plan* cannot be overemphasized, especially in a growing community. Experience in other communities has shown that an effective CIP, combined with comprehensive plan guidance, is the most effective way of ensuring the adequacy of public facilities and services, and promoting a public perception of good government. The process for providing local input for updates to the state Infrastructure Capital Improvement Plan (ICIP) should be coordinated with the updating of the

Comprehensive Plan – see Maintaining the Comprehensive Plan below. One concern with the ICIP process, however, is that it tends to encourage the listing of projects whether or not funding is likely. In order to prevent the CIP from becoming an unrealistic “wish list,” the Village should consider a separate prioritization of projects based on consistency with the *Comprehensive Plan* policies, need, and availability of funding.

C. Other Government Action and Implementation Priorities

The Village makes many decisions, such as adoption of budgets, each year that affect the public health, safety and welfare. As these decisions are made, the *Comprehensive Plan* should be consulted to see if the proposed action is consistent with its goals and policies. In addition, other government agencies and organizations develop plans and engage in decision making processes that can influence planning elements, such as transportation, public services and facilities, housing and land use, in the Village of Ruidoso. The Village of Ruidoso *Comprehensive Plan* should be distributed to the local governments, agencies, and organizations and all major planning goals and policies should be highlighted so that these agencies are aware of the Village’s plan of action for the future. Efforts should be made to coordinate with other local governments, organizations and agencies to ensure that their actions and plans do not undermine, but complement, the goals and policies of the Villages’s *Comprehensive Plan*.

D. Maintaining and Amending the Comp Plan

Traditionally, comprehensive plans were viewed as static documents that required updating about every 20 years. The more contemporary view of comprehensive plans is that they are management tools that must be kept up-to-date to provide useful guidance for evolving communities. Although state law does not require that comprehensive plans be periodically reviewed, to ensure its usefulness as an effective management tool, the Village of Ruidoso should carry out a review and update process for its *Comprehensive Plan* every two years. During each review, the Village should ensure the Plan is consistent with state requirements as well as the evolution of land use patterns as the community continues to develop. In addition, the Village should ensure the Plan’s goals and policies

are updated to reflect demographic, economic changes and Village accomplishments, as well as other changes that influence the growth and development of the community.

The following review and update measures should be implemented:

1. The City staff should prepare an evaluation report every two years. The evaluation report should address:
 - The degree to which each goal outlined in the Plan has been successfully reached;
 - The effectiveness of each policy in reaching each relevant goal;
 - Problems or opportunities that did not exist or were not anticipated when the Plan or most recent two-year update was prepared;
 - Data and background information that is out of date; and
 - Recommended changes to the Plan, CIP, and other programs, policies and regulations.
2. The Village staff should then propose *Comprehensive Plan* amendments as needed to maintain the Plan as an effective management tool.

Village officials and staff, as well as Village residents, can initiate *Comprehensive Plan* amendments. As noted in the section above, the Plan should be kept up-to-date or else it becomes less and less useful as a management tool. On the other hand, frequent amendments to the *Comprehensive Plan* often indicate that it is not being used properly as a long-range guide to the future. Some states allow amendments only two times per year in order to provide a sense of stability to local plans. One of the sets of amendments should coincide with the preparation of the annual update of the list of capital improvement projects.

E. Action Planning Principles

The Comprehensive Plan for Ruidoso is based on a set of action planning principles used in order to create a plan consistent with the communities goals and vision and a set of programs and policies needed to achieve that vision.

The principles of action planning utilized in the comprehensive plan are:

- Consider the capacity of existing facilities and services provided in the local area to assess local needs;

A detailed Community Portrait of Ruidoso was developed with the help of the citizens and physical analysis.

- Consulting with the key members of the community to determine perceived community needs;
- A large volunteer advisory committee was developed as part of the process and they were essential in guiding the direction of the plan.
- Identification of key elements that may be incorporated to ensure the ongoing commitment and involvement of the community in the future development of their area;

Those key elements were developed through workshops with the community and the advisory committee and are the Strategic Vision for the Village.

- Determining a range of strategies and recommendations (programs and policies) that are appropriate to the community.

The sections of the plan devoted to Land Use and Transportation, Housing and Historic Preservation, Arts, Culture and Recreation, Education and Quality of Life, Regional Cooperation and Economy, Environment and Infrastructure all contain detailed information on actions that the Village can take in order to physically develop and implement the vision for the Village.